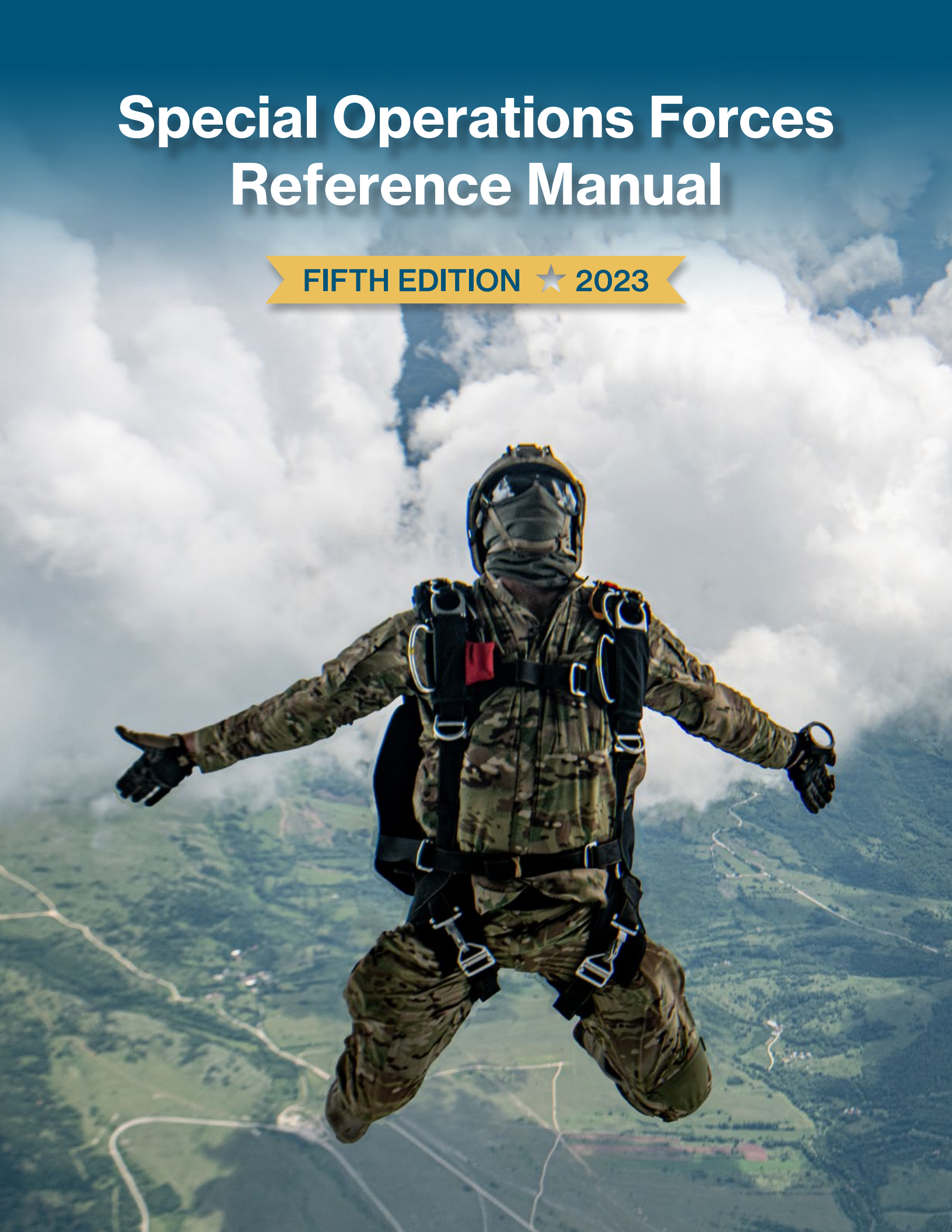
Special Operations Forces Reference Manual

FIFTH EDITION ★ 2023



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Special Operations Forces Reference Manual

FIFTH EDITION

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MacDill AFB, Florida
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PREPARED BY

The Joint Special Operations University
Center for Engagement and Research
MacDill AFB, FL 33621

The Joint Special Operations University. The Joint Special Operations University (JSOU) prepares SOF professionals to address strategic and operational challenges, arming them with the ability to think through problems with knowledge and foresight.

JSOU is the United States Special Operations Command's (USSOCOM) "think-do tank" center for special operations thinking. It educates and develops "beyond the edge" next-generation, adaptive, all-domain SOF leaders and operators who are capable of anticipating and influencing the current and future strategic environment in support of national imperatives.

JSOU conducts research through its Center for Engagement and Research, where effort centers upon the USSOCOM mission:

USSOCOM mission. Develop and employ the world's finest Special Operations Forces to conduct global special operations and activities as part of the Joint Force, in concert with U.S. Government interagency, allies, and partners, to support persistent, networked, and distributed combatant command operations and campaigns against state and non-state actors all to protect and advance U.S. policies and objectives.

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ON THE COVERS:

Front: East-coast-based U.S. Naval Special Warfare Operators (SEALs) perform a high-altitude low-opening jump. Source: U.S. Navy photo by Mass Communication Specialist 2nd Class Katie Cox

Back: Back cover images depict Special Operations Forces from U.S. Army Special Operations Command, U.S. Naval Special Warfare Command, U.S. Air Force Special Operations Command, and U.S. Marine Corps Forces Special Operations Command conducting activities that are enabled through specialized education, training, and equipment. Source: Defense Visual Information Distribution Service

The content of this manual is current as of November 2023 and represents an ongoing, dynamic project to capture the existing organization, responsibilities, and capabilities of United States Special Operations Command and its subordinate commands.

This reference manual is intended for classroom use and does not necessarily reflect the policy or position of the United States Government, Department of Defense, United States Special Operations Command, or the Joint Special Operations University.

A soldier exits a Black Hawk helicopter during a demonstration as part of an open house hosted by the 6th Ranger Training Battalion. Source: Air Force photo by Samuel King Jr.

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A 1st Marine Special Operations Battalion critical skills operator surfaces from the ocean and advances up a beach, completing a combat dive exercise in Key West, Fla. The operator's team spent a week in Key West practicing various maritime operations skill sets, further solidifying the development of their techniques, tactics and procedures and their standard operating procedures. Source: U.S. Marine Corps photo by Cpl. Steven Fox

CHAPTER ONE

Introduction to Special Operations

SPECIAL OPERATIONS

Special operations encompass the use of small units in direct or indirect military actions focused on strategic or operational objectives. These actions require units with combinations of specialized personnel, equipment, and tactics that exceed the routine capabilities of conventional military forces. Special operations are characterized by certain attributes that cumulatively distinguish them from conventional operations. Special operations are often politically sensitive missions where only the best-equipped and most proficient forces must be deployed to avoid detection and possible mission failure.

Four Factors for Successful Special Operations

1. Clear national and theater strategic objectives
2. Effective command, control, communications, computers, and intelligence support at the operational level
3. Competent tactical planning and execution
4. A force trained, equipped, and organized to conduct special operations

Characteristics of Special Operations

- Special operations normally require operator-level planning and detailed intelligence.
- Special operations require knowledge of the culture(s) and language(s) of the geographical area where the mission is to be conducted.
- Special operations require rigorous training and mission rehearsals. These are integral to mission success.
- Special operations are often conducted at great distances from the supporting operational bases.
- Special operations may employ sophisticated communications systems.
- Special operations frequently require discriminate and precise use of force. This often requires development, acquisition, and employment of equipment not standard for other Department of Defense (DOD) forces.
- Special operations employ sophisticated means of insertion, support, and extraction to penetrate and successfully return from hostile, denied, or politically sensitive areas.

Students assigned to the U.S. Army John F. Kennedy Special Warfare Center and School participate in Special Patrol Insertion/Extraction System (SPIES) training during the evasion phase of Survival Evasion Resistance and Escape (SERE) Level-C training at Camp Mackall, North Carolina. Source: U.S. Army photo by K. Kassens

SOF Ethics and Culture – Quiet Professionals

The simple but time-tested phrase "Quiet Professionals" best describes Special Operations Forces (SOF) ethics and culture, the principles SOF live by, and the behaviors and beliefs they exhibit every day. SOF are a values-based organization—always mindful that their personal and professional conduct reflects not only on SOF but on the Nation as well. SOF are focused on contributing to the mission and being a well-integrated part of the team—unconcerned with who gets the credit and recognizing that much of what SOF do will remain in the shadows. SOF support the geographic combatant commanders (GCCs)—if the GCCs are successful, SOF are successful; if GCCs fail, SOF fail.

SOF are expected to operate with the highest standards of ethics and honor. Trustworthiness and accountability are foundational to conducting the Nation's most complex and high-risk operations. This ethos is at the core of the lethality and readiness of SOF and is essential to strengthening alliances. Special operators hold themselves and each other accountable to these high standards every day because lives depend on it. The higher-level guidance to the SOF operator is when tough decisions are to be made they should be made in accordance with American values. When SOF fall short—behaving in a way that does not meet with DOD, Service, or United States Special Operations Command (USSOCOM) standards—they take thorough and effective corrective action. In short, SOF serve with honor and integrity on and off the battlefield.

SPECIAL OPERATIONS FORCES TRUTHS

- Humans are more important than hardware.
- Quality is better than quantity.
- Special Operations Forces (SOF) cannot be mass produced.
- Competent SOF cannot be created after emergencies occur.
- Most special operations require non-SOF support.

DOCTRINAL OVERVIEW OF SOF

SOF are small, specially organized units manned by carefully selected people using modified equipment and trained in unconventional applications of tactics against strategic and operational objectives.

Successful Conduct

The successful conduct of special operations relies on individual and small-unit proficiency in specialized skills applied with adaptability, improvisation, and innovation against adversaries often unprepared to react. The unique capabilities of SOF complement those of conventional forces (CF).

United States Special Operations Command

USSOCOM:

1. Provides trained and combat-ready SOF to GCCs.
2. Provides trained and combat-ready SOF as directed by the President or Secretary of Defense (SecDef).
3. Plans and conducts selected special operations worldwide.

USSOCOM is assigned to develop military information support operations (MISO) capabilities in support of the Joint Staff's information operations (IO) responsibilities and provides support to combatant commanders for theater MISO planning and execution.

The USSOCOM is:

- The DOD coordinating authority for planning, synchronizing, and, as directed, executing global operations to counter violent extremist organizations in coordination with other combatant commanders.[1]
- The designated DOD coordinating authority for planning, synchronizing, and, as

1 Joint Publication 1, Doctrine for the Armed Forces of the United States, defines coordinating authority as a commander or individual who has the authority to require consultation between specific functions or activities involving forces of two or more Services, Joint Force components, or forces of the same Service or agencies but that does not have the authority to compel agreement.

directed, executing global operations for countering weapons of mass destruction (CWMD) in coordination with other combatant commanders.

- The designated DOD coordinating authority for planning, synchronizing, and, as directed, executing global operations to message and provide countermessaging to malign state and non-state actors in cyberspace in coordination with other combatant commanders. The Deputy Secretary of Defense directed USSOCOM to establish an organization consolidating all DOD internet-based MISO efforts. The intent is to provide DOD with an agile and relevant capability to enhance internet-based influence activities. This organization provides DOD a capability supporting each combatant command's execution authorities under the Unified Command Plan and the Joint Strategic Campaign plan assigned global coordinating authority responsibilities across DOD.

The USSOCOM commander also exercises combatant command authority of all active and reserve SOF, active U.S. Army psychological operations forces, and active civil affairs (CA) forces. CA roles include:

- Integrating strategy, campaign plans, intelligence priorities, and operations.
- Theater security cooperation activities accomplished by GCCs through their theater campaign plans.
- Providing military representation to U.S. national and international agencies for U.S. and multinational campaigns against terrorist networks.
- Planning and executing regional activities that may support future operations.

USSOCOM invests in its most precious resource through the Preservation of the Force and Family Task Force (POTFF-TF). The POTFF program is designed to address the pressure on the force and their families in order to maintain and improve readiness, operational effectiveness, and the immediate and long-term well-being of the force. The POTFF-TF identifies and implements innovative, valuable solutions across the USSOCOM enterprise aimed at improving the short-and long-term well-being of SOF warriors and their families.

Joint Special Operations

Special operations are conducted in hostile, denied, or politically sensitive environments to achieve military, diplomatic, informational, and/or economic objectives employing military capabilities, for which there is no broad CF requirement. These operations may require low-visibility or clandestine capabilities.

Special operations are applicable across the range of military operations. They can be conducted independently or in conjunction with CF or other government agency operations and may include operations by, with, or through indigenous or surrogate forces. Special operations differ from conventional operations in degree of physical and political risk, operational techniques, modes of employment, independence from friendly support, and dependence on detailed operational intelligence and indigenous assets.

SOF perform two types of activities. First, they perform activities that no other force in DOD conduct. Second, they perform activities that are conducted by DOD forces but do so in unique conditions and to a higher standard.

SOF capabilities include being able to quickly task-organize and deploy using a lower profile or footprint than CF; gain access to hostile and denied areas; rapidly survey, assess, and report local situations; work closely with regional military and civilian authorities and populations; organize people to help solve local problems; and provide tailored or unconventional responses to ambiguous situations.

The specialized skills and low-visibility capabilities inherent in SOF provide an adaptable military response in crisis situations requiring tailored, precise, and focused use of force.

SOF limitations stem from their small numbers and the time needed to develop and replace highly trained people and units. Austere

SOF logistical support systems require extensive support from CF structures. SOF are organized and trained for employment against targets of strategic and operational relevance. SOF are not used as a substitute for CF.

Combined Special Operations

Through the latter half of the 20th century, special operations became increasingly combined in nature. Since the 9/11 attack on the United States, almost all special operations have been conducted by, through, and with local partners in close cooperation with ally and partner nation (PN) SOF. This is partly due to the increased political legitimacy of combined military operations and partly due to the increased demand for special operations capabilities globally—facts that are reflected in all national strategic guidance from the National Security Strategy throughout DOD strategies and guidance from senior leaders.

A Green Beret with 2nd Battalion, 1st Special Forces Group (Airborne) surveils enemy positions during long-range reconnaissance and surveillance training at Yakima Training Center, Washington. Source: U.S. Army Photo by Pfc. Thoman Johnson)

Combined special operations have become a predetermined factor to be considered when training, organizing, equipping, and employing USSOCOM formations.

Combined special operations are characterized by their high level of interoperability. To U.S. SOF, this means incorporating global, agile, and standardized capabilities to integrate with ally and PN SOF across traditional regional boundaries.

Integrating allies and partners is a focused effort across multiple military disciplines. Policies enable technical and procedural integration. Combined training and exercises enable the utilization of combined systems and combined doctrine. Data standards and interoperability enable combined operational planning and the execution of operations. Senior leader focus and guidance enable all efforts to properly execute combined SOF operations. To that effect, in 2018, the commander of USSOCOM issued guidance to accelerate allied and PN integration into the USSOCOM enterprise.

Shaping Environments

In likely or potential areas of operation, SOF play a major role in preparing and shaping environments and, when designated, battlespaces by setting conditions that mitigate risk and facilitate successful follow-on operations.

The regional focus, cross-cultural/ethnic insights, and relationships of SOF provide access to and influence in nations where the presence of conventional U.S. forces is unacceptable or inappropriate. SOF contributions provide operational leverage by gathering critical information, undermining a potential adversary's will or capacity to wage war, and enhancing the capabilities of conventional U.S., multinational, indigenous, or surrogate forces.

The Strategic Environment

The strategic environment is characterized by constant evolution and persistent instability. Many aspects of human activity are transitioning—both in scope and rate of change. The following major trends impact SOF and frame their operational challenges in the future.

The Return of Great Power Competition

The 2022 national defense strategy points out that the future strategic environment is one characterized by great power competition, with the interests of the United States and its allies being countered by states such as Russia and China. SOF will be critical in this competition, conducting operations such as security force assistance (SFA) to unconventional warfare (UW) and strategic reconnaissance.

Redistribution and Diffusion of Global Power

The strategic environment will be shaped by power distributed between and within a greater number of states, non-state actors, and individuals. While the traditional roles of the United States and Europe will remain, regional powers may take the place of global powers. Megacities may possess the capability to surpass the level of influence previously demonstrated by states.

Rising Role of Non-State Actors

Diffusion of power creates instability and uncertainty among populations who question the legitimacy or effectiveness of those who govern, motivating them to seek alternatives. Accessibility to new technology helps non-state actors and individuals create movements and organize opposition. Non-state actors also demonstrate the ability and capacity to conduct UW, employing a fusion of shared ideologies and interests.

Easy Access to Advanced Technology

The expansion of wireless and cyber infrastructures is empowering populaces and driving rapid social and economic change on an incredibly large scale. Digital and social media allow for unprecedented reach, making the narrative and perception more powerful than ever.

Shifting Demographics and the Rapid Growth and Expansion of the Urban Environment

These shifts drive a significant trend toward rapid urbanization that is particularly worrisome in the developing world, where investments in the infrastructure necessary to support these populations have failed to keep pace. The result is feral cities with unplanned urban sprawl, massive slums, and the potential for huge under-governed populations. Peoples' basic needs go unmet—safety, jobs, health care, and education.

Evolving yet Fragile Economic Health of U.S. and Critical Partners

The strain of national and allied deficits/debts is constraining and reshaping the joint force, as well as allies' and partners' forces. These constraints require a more robust and agile system to prioritize efforts and establish interdependencies with our partners that define SOF in the future while preserving near-term readiness.

ATTRIBUTES OF SPECIAL OPERATIONS FORCES

SOF are unique because they provide the President and/or the SecDef a broad range of capabilities. The demands of special operations require forces with attributes that distinguish them from CF.

Precision Strike and Effects

SOF perform precision strikes and achieve scalable lethal or nonlethal effects. SOF personnel can survive in a variety of environments and remain on station for extended periods. The persistence of in-area SOF produces effects beyond those of kinetic operations. These effects are achieved through

East-coast based U.S. Naval Special Warfare Operators (SEALs) and Colombian special operations personnel drive a combat rubber raiding craft alongside the Los Angeles-class fast-attack submarine USS Pasadena. Source: U.S. Navy photo by Mass Communication Specialist 1st Class Bill Carlisle

the utilization of human and material assets designed to perform precision reconnaissance and surveillance and through the employment of a wide variety of weapons and methods, including advanced technologies.

Tailored and Integrated Operations

SOF transform and reshape organizational design and force structure to ensure effective collaboration in joint, interagency, and combined operational environments.

SOF elements exercise flexibility at the strategic, operational, and tactical levels, as well as agility in terms of operational time and space considerations, types of missions, and the methods of accomplishment.

Ubiquitous Access

SOF have access to and can potentially influence events or conduct overt, covert, or clandestine operations on demand. SOF possess or have access to the latest in emerging and leap-ahead mobility assets to enter, operate in, and be exfiltrated from the designated area of operations.

Regional Expertise, Presence, and Influence

The SOF warrior is also a diplomat and as such utilizes recurring deployments to hone language skills and cultural awareness and build political and military contacts that contribute to future operations and activities. Forward

presence and regional expertise allow for "first response" abilities when required and permit a full range of unconventional military options against a targeted entity.

Command and Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance Dominance

Dominance in this realm is vital to the success of SOF operations. Exploiting superiority in this area allows SOF to access, develop, and operate effectively in any situation, taking decisive action that shapes the desired results without effective opposition.

Agile and Unconventional Logistics

SOF are as self-sufficient as possible, but they can be provided with rapid and effective materials, utilizing both service-common and SOF-unique supplies and materials as the situation requires. Superior technology and advanced equipment are used to ensure logistical support is consistently provided to deployed units. The SOF concept of logistics support focuses on providing SOF -capable enablers and pre-positioned equipment packages to operational elements at the "last tactical mile" with a minimal logistics footprint by utilizing support from Service components and State Department agreements/host nation (HN) support.

> *The SOF warrior is also a diplomat and as such utilizes recurring deployments to hone language skills and cultural awareness and build political and military contacts that contribute to future operations and activities.*

Force Protection and Survivability

SOF employ stealth, speed, and counter-measures to ensure survivability and retain freedom of action. To the maximum extent possible, SOF personnel are protected from the effects of enemy offensive systems and can operate under extreme environmental conditions.

SOF OPERATIONAL FRAMEWORK/OPERATING CONCEPT

Special Operations and Strategic Challenges

SOF provide unique capabilities to address the strategic challenges facing our nation. The global perspective—understanding of transnational threats and non-state actors by SOF—and the ability to operate in concert with U.S. and international partners make SOF ideally suited to address networked adversaries and the transnational nature of aggressor states' influence.

SOF engage with regional partners including U.S. Government (USG) interagency elements, thereby establishing and strengthening the relationships required to defeat networks. Through first developing and then strengthening these relationships, SOF must continue to work through these partnerships to contain regional issues. SOF can build and leverage existing clandestine networks in hostile and denied areas to coerce and disrupt aggressor states. The capability of SOF to operate in remote locations and build capacity provides strategic options to meet the challenges of operating in failed or failing states. For many of these challenges, the primary approach will be special operations campaigns developed and executed by each theater special operations command (TSOC). These campaigns recognize the protracted nature of these challenges and understand the difficulties in achieving success through episodic instead of reactive operations.

To address the strategic challenges SOF face, a forward-deployed, scalable, and operationally dynamic force using a committed, persistent

posture is required. This enables ongoing engagement with host governments and USG interagency elements to predict and prevent conflict. This posture will present SOF that are:

- An intelligence-enabled, networked force able to pursue terrorist threats and their supporting networks to deter, preclude, and preempt actions counter to USG national security interests;
- A population-focused, networked force to influence, enable, and integrate friendly nations, partners, and populations; and
- A force to deter, disrupt, or defeat aggressor states and their surrogates.

Staff Sgts. Jose Obregon and Joseph Pace, Ranger Assessment Course students, fire on opposing forces during a simulated react to contact near Schofield Barracks, Oahu, Hawaii. Source: U.S. Air Force photo by Staff Sgt. Hailey Haux

SOF Operating Concept

SOF as a Strategic Option

Regardless of how the future unfolds, SOF will operate effectively to understand, anticipate, influence, respond, and adapt in any foreseeable operating environment.

THE ENDS. Globally networked SOF and their strategic partners—joint, interagency, intergovernmental, multinational, non-governmental, and commercial—can prevent conflict and prepare to fight in support of USG efforts to protect and advance U.S. national interests including:

- A posture that enables
- Partnerships that endure
- Prevention of conflicts
- Preparation to fight

THE WAYS. SOF conduct core activities with a focused, balanced approach through small-footprint, distributed operations to understand and influence relevant populations. USSOCOM optimizes and exploits the SOF network to provide strategic options for national leadership in support of USG efforts to enhance stability, prevent conflicts, and, when necessary, fight and defeat adversaries. The key elements of this are:

- Understanding the human domain
- Understanding and influencing the narrative
- Enduring engagement through small-footprint, distributed operations
- Building sustainable partner capacity and interoperability
- Managing the network
- Building resiliency into the force and families

THE MEANS. The operational approaches envisioned in this special operations concept are enabled by force development in the following critical capability areas:

- Sustaining the U.S. SOF network
- Sustaining and expanding the ally and PN SOF network
- Cultural and regional expertise
- SOF information environment
- Invisible operator
- Expanded authorities
- SOF enablers
- Advanced technologies

SOF Core Activities

USSOCOM organizes, trains, and equips SOF for special operations core activities. Additionally, due to inherent capabilities, SOF can also perform collateral activities such as counterdrug operations and providing support and advice to multinational forces along with personnel recovery operations and noncombatant evacuation operations.

SOF conduct core activities within the operational framework using unique capabilities and under conditions in which other forces are not trained or equipped to operate. See Table 1.1.

Core activities are operationally significant, unique capabilities SOF apply in different combinations tailored for an operational problem set. Core activities can be applied independently or in combination as part of global, GCC, or joint force commander campaigns, operations, or activities. For example, SOF can apply a mix of multiple core activities in both counterinsurgency (COIN) and UW operations, but the application of preparation of the environment (PE), special reconnaissance (SR), direct action (DA), and other core activities will vary according to the scope and desired effect of each operation. These core activities reflect the collective capabilities of all joint SOF rather than those of any one service or unit.

TABLE 1.1: SPECIAL OPERATIONS CORE ACTIVITIES

- Direct Action
- Special Reconnaissance
- Counterterrorism
- Unconventional Warfare
- Foreign Internal Defense
- Security Force Assistance
- Hostage Rescue and Recovery
- Counterinsurgency
- Foreign Humanitarian Assistance
- Military Information Support Operations
- Civil Affairs Operations
- Countering Weapons of Mass Destruction

Direct Action

DA consists of short duration strikes and other small-scale offensive actions conducted as a special operation in hostile, denied, or politically sensitive environments that also employ specialized military capabilities to seize, destroy, capture, exploit, recover, or damage designated targets.

Special Reconnaissance

SR comprises reconnaissance and surveillance actions conducted as a special operation in hostile, denied, or politically sensitive environments to collect or verify information of strategic or operational significance, employing military capabilities not normally found in CF.

Counterterrorism

Counterterrorism (CT) operations include actions taken directly against terrorist networks and indirectly to influence and render global and regional environments inhospitable to terrorist networks. SOF often conduct CT operations through clandestine or low-visibility means. SOF activities within CT include but are not limited to IO, attacks against terrorist networks and infrastructures, hostage rescue, recovery of sensitive material, and non-kinetic activities to counter ideologies or motivations hospitable to terrorism.

Unconventional Warfare

UW enables a resistance movement or insurgency to coerce, disrupt, or overthrow a government or occupying power by operating through or with an underground, auxiliary, and guerrilla force in a denied area. UW can be conducted as part of a GCC's overall theater campaign or as an independent, subordinate campaign. When conducted independently, the primary focus of UW is on political-military objectives and psychological objectives. When UW operations support a theater campaign or contingency, UW operations can be the main effort or a supporting effort. UW includes military and paramilitary aspects of resistance movements and represents the culmination of a successful effort to organize and mobilize the

civil populace against a hostile government or occupying power. From the U.S. perspective, the intent is to develop and sustain these supported resistance organizations and synchronize their activities to further U.S. national security objectives. SOF assess, train, advise, and assist indigenous resistance movements in the conduct of UW and, when required, accompany them into combat.

Foreign Internal Defense

Foreign internal defense (FID) operations involve participation by civilian and military agencies of a government in any of the action programs taken by another government or other designated organization to free and protect its society from subversion, lawlessness, insurgency, terrorism, and other threats to its security. The primary role of SOF is to assess, train, advise, and assist HN military and paramilitary forces. The goal is to enable these forces to maintain the internal stability of the HN and address the causes of instability.

Security Force Assistance

SFA involves DOD activities that contribute to unified action by the USG to support the development of the capacity and capability of foreign security forces (FSF) and their supporting institutions. SFA supports the professionalization and the sustainable development of the capacity and capability of FSF, supporting institutions of host countries, and international and regional security organizations. SFA must directly increase the capacity and/or capability of FSF and/or their supporting institutions. SFA activities assist host countries to defend against internal and transnational threats to stability. However, DOD may also conduct SFA to assist host countries to defend against external threats; contribute to coalition operations; or organize, train, equip, and advise another country's security forces or supporting institutions. USSOCOM serves as the lead for development of joint SFA doctrine, training, and education.

Hostage Rescue and Recovery

Hostage rescue and recovery operations are sensitive crisis response missions that include offensive measures taken to prevent, deter, preempt, and respond to terrorist threats and incidents, including recapture of U.S. facilities, installations, and sensitive material.

Counterinsurgency

COIN refers to the comprehensive civilian and military efforts taken to defeat insurgency and address core grievances. SOF are particularly well-suited for COIN operations because of their regional expertise, language and combat skills, and ability to work among populations with or through indigenous partners.

Rangers deploying from an MH-6M – a light utility helicopter modified to externally transport several combat troops – via fast rope. Source: U.S. Army Private First Class Gabriel Segura

U.S. Marine Corps 2nd Lt. Michele T. Castleberry, left, and 2nd Lt. Ryan P. Casey, right, students assigned to Logistics Operations School, Marine Corps Combat Service Support Schools (MCCSSS), take accountability of Marines during an MCCSSS Combat Service Support Field Exercise. Source: U.S. Marine Corps photo by Cpl. Luis. E. Zamot III

Foreign Humanitarian Assistance

Foreign humanitarian assistance (FHA) is a range of DOD humanitarian activities conducted outside the U.S. and its territories to relieve or reduce human suffering, disease, hunger, or privation. SOF can deploy rapidly with excellent long-range communications equipment and operate in the austere and often chaotic environments typically associated with disaster-related humanitarian assistance efforts. Perhaps the most important capabilities found within SOF for FHA are their geographic orientation, cultural knowledge, language capabilities, and the ability to work with multiethnic indigenous populations as well as with international relief organizations to provide initial and ongoing assessments. CA are particularly well-suited for stabilization efforts in disaster areas. SOF can provide temporary support, such as airspace control for landing zones, communications nodes, security, and advance force assessments to facilitate the deployment of CF and designated humanitarian assistance organizations until the HN or another organization can provide that support.

Military Information Support Operations

MISO convey selected information and indicators to foreign audiences to influence their emotions, motives, objective reasoning, and ultimately the behavior of foreign governments, organizations, groups, and individuals. Conducted by psychological operations forces, the purpose of MISO is to induce or reinforce foreign attitudes and behaviors favorable to the joint force commander's objectives. Dramatic changes in information technology and social networking have added a new, rapidly evolving dimension to operations, and the ability to influence relevant audiences is integral to how SOF address local, regional, and transnational challenges.

A communications specialist from the 27th Special Operations Mission Support Group Mission Sustainment Team stands watch over a U-28A Draco aircraft during Exercise Trojan Footprint at 93rd Air Base Zemunik, Croatia. Source: U.S. Air Force photo by Staff Sgt. Candin Muniz

Civil Affairs Operations

Civil affairs operations (CA OPS) enhance the relationship between military and civil authorities. CA OPS require coordination with other governmental agencies, international governmental organizations, nongovernmental organizations, indigenous populations and institutions, and the private sector. CA OPS include population and resource control, FHA, nation assistance, support to civil administrations, and civil information management. CA OPS performed in support of special operations are characterized by smaller CA teams or elements, generally without the support of larger military forces, and act in isolated, austere, and, in many cases, politically sensitive environments.

Countering Weapons of Mass Destruction

CWMD refers to nonproliferation, counterproliferation (CP), and weapons of mass destruction (WMD) consequence management. WMD are chemical, biological, radiological, or nuclear weapons capable of a high order of destruction or causing mass casualties. CWMD excludes the means of transporting or propelling the weapons where such means is a separable and divisible part from the weapons. SOF have a role primarily in nonproliferation and CP by providing expertise, materiel, and teams to support GCCs to locate, tag, and track WMD; conducting interdiction and other offensive operations in limited areas as required; building partnership capacity for conducting CP activities; conducting MISO to dissuade adversary reliance on WMD; and other specialized technical capabilities.

Support Considerations for SOF

Stability Operations

Stability operations encompass various military missions, tasks, and activities conducted outside the U.S. in coordination with other instruments of national power to maintain or reestablish a safe and secure environment and provide essential government services, emergency infrastructure reconstruction, and humanitarian relief. Stability operations are aimed at reducing threats from state fragility and instability. Enduring stability operations—consisting of high-quality, low-profile SOF engagement conducted in concert with U.S., interagency, international, and HN partners—can mitigate the risk of lengthy post-conflict interventions. Stability operations also include tasks performed after a natural or man-made disaster as part of a humanitarian-based intervention or during major operations and campaigns to establish conditions that enable civilian authorities following cessation of organized hostilities.

Preparation of the Environment

PE is an umbrella term for actions taken by or in support of SOF to develop an environment for current or future operations and activities. SOF conduct PE in support of GCC plans and orders to alter or shape the operational environment to create conditions conducive to the success of a full spectrum of military operations. The regional focus, cross-cultural insights, language capabilities, and SOF relationships provide access to and influence nations where the presence of conventional U.S. forces is not warranted.

Counter Threat Finance

Counter threat finance (CTF) activities are designed to deny, disrupt, destroy, or defeat the generation, storage, movement, and/or use of assets to fund activities that support an adversary's ability to negatively affect U.S. interests. CTF support can assist SOF in the execution of core activities in many operations including CWMD, CT, UW, FID, SFA, MISO, and CA OPS.

SOF Combat Support and Combat Service Support

SOF units generally have limited organic combat support (CS) and combat service support (CSS) elements, so they normally require additional service-provided CS and CSS to accomplish missions. Due to the high-demand, low-density nature of CS, SOF request these assets through the chain of command, or, once in theater, through the allocation process. With CSS elements, SOF usually deploy with enough CSS to internally support for limited durations of time until theater support structures can be established under the common user logistics agreements. See Table 1.2.

TABLE 1.2

SOF Combat Support Elements		SOF Combat Service Support Elements	
▸ Indirect fires	▸ Military police	▸ Supply	▸ Field services
▸ Chemical	▸ Signal	▸ Maintenance	▸ Legal support
▸ Engineer	▸ Aviation (reconnaissance, signals intelligence, mobility, strike, and information operations)	▸ Transportation	▸ Finance services
▸ Intelligence		▸ Health service support	▸ Building and maintaining sustainment bases
▸ Information Operations		▸ Explosive ordnance disposal	▸ Assessing, repairing, and maintaining infrastructure

Students assigned to the U.S. Army John F. Kennedy Special Warfare Center and School participate in Special Patrol Insertion/Extraction System (SPIES) training during the evasion phase of Survival Evasion Resistance and Escape Level-C training (SERE) at Camp Mackall, North Carolina. Soldiers in SERE underwent intensive training in support of the Code of the Conduct, and were taught survival fieldcraft skills, techniques of evasion, resistance to exploitation and resolution skills along with critical life saving techniques for austere conditions that are key to survival and the ability to return with honor. Source: U.S. Army photo by K. Kassens

CHAPTER TWO

Special Operations Forces Structure

UNITED STATES SPECIAL OPERATIONS COMMAND

USSOCOM was formally established as a unified combatant command at MacDill AFB, Florida, on 16 April 1987. It is commanded by a four-star flag or general officer with the title commander, USSOCOM.

The USSOCOM commander exercises command authority/combatant command (COCOM) for all SOF unless otherwise assigned by the Secretary of Defense (SecDef). USSOCOM has four service component commands:

- U.S. Army Special Operations Command (USASOC)
- Naval Special Warfare Command (NAVSPECWARCOM)
- Air Force Special Operations Command (AFSOC)
- Marine Special Operations Command (MARSOC)

USSOCOM also includes eight sub-unified commands:

- Joint Special Operations Command (JSOC)
- Special Operations Command Africa (SOCAFRICA)
- Special Operations Command Central (SOCCENT)
- Special Operations Command Europe (SOCEUR)
- Special Operations Command Korea (SOCKOR)
- Special Operations Command North (SOCNORTH)
- Special Operations Command Pacific (SOCPAC)
- Special Operations Command South (SOCSOUTH)

All except JSOC remain under operational control (OPCON) of the geographic combatant commanders (GCCs).

USSOCOM Mission

USSOCOM develops and employs fully capable SOF to conduct global special operations and activities as part of the Joint Force to support persistent, networked, and distributed COCOM operations and campaigns against state and non-state actors to protect and advance U.S. policies and objectives.

USSOCOM Priorities

- Compete and win for the Nation
- Preserve and grow readiness
- Innovate for future threats
- Advance partnerships
- Strengthen the Force and family

Title 10 Authorities

- Develop special operations strategy, doctrine, and tactics
- Prepare and submit budget proposals for SOF
- Exercise authority, direction, and control over special operations expenditures
- Train assigned forces
- Conduct specialized courses of instruction
- Validate requirements
- Establish requirement priorities
- Ensure interoperability of equipment and forces
- Formulate and submit intelligence support requirements
- Monitor special operations officers' promotions, assignments, retention, training, and professional military

USSOCOM was established in the aftermath of the failed 1980 hostage rescue attempt in Iran but also traces its modern lineage back to the World War II era Office of Strategic Services (OSS). The USSOCOM emblem, the "tip of the spear," was also adopted from the OSS emblem.

education (PME)
- Ensure SOF combat readiness
- Monitor preparedness of SOF to carry out assigned missions
- Develop and acquire special operations-peculiar equipment, materiel, supplies, and services
- Command and control (C2) U.S.-based SOF
- Provide SOF to the GCCs
- Perform activities specified by the President or SecDef

A Unique Organization

USSOCOM is a unique organization in that it is a unified combatant command with legislated military department-like authorities. USSOCOM is the lead combatant command synchronizing planning for global operations against violent extremist organizations (VEOs) and countering weapons of mass destruction (CWMD). When directed by the SecDef, USSOCOM may also conduct special operations missions as a supported command. In its role as a supporting command, USSOCOM's primary responsibility is to provide SOF to support the GCCs. With many of the responsibilities and authorities of a service chief, the USSOCOM commander is tasked with ensuring the readiness of SOF.

USSOCOM-specific funding addresses requirements that are unique to special operations, with the Services being responsible for funding those items that have a broader military usage. Having its own budget is key to USSOCOM's success, enabling rapid and flexible fielding of equipment that would not otherwise be available.

UNITED STATES SPECIAL OPERATIONS COMMAND HEADQUARTERS

Over its history, the headquarters (HQ) has undergone several organizational changes.

Important changes took place in 2009 when the USSOCOM commander directed that the headquarters be reorganized to align with Joint Staff directorate naming conventions.

The reorganization was driven by several factors: recognition of the great value of a USSOCOM three-star officer in the Washington, D.C. area, improving communication within the HQ, and aligning the staff to more closely match supporting and subordinate staff structures. The revised organizational structure reflected primacy of the J-code structure under the chief of staff (COS), eliminated the center structures, and positioned the vice commander (VCDR) in the national capital region to serve USSOCOM interests. See Figure 2.1.

USSOCOM HQ staff supports the Nation's most elite warriors and delivers the finest capability in the least time and at the best cost to the U.S. taxpayers. USSOCOM staff considers itself the most innovative, responsive, and dedicated staff in the world.

J1: Directorate of Manpower and Personnel

The J1 provides the full spectrum of human resource programs that promote unit readiness, advance professional development, and sustain the well-being of SOF and their families while balancing the needs of the TSOCs, components, and HQ with the needs of the individual.

J2: Directorate of Intelligence

The mission of the J2 is to create and maintain a superb intelligence team that networks externally to the intelligence community and internally within SOF to drive the USSOCOM global war against VEO campaign planning and intelligence community and interagency collaboration and provide a professional SOF interagency force.

J3: Operations

The J3 conducts worldwide global force management of SOF, directs and supports select special activities, leads DOD efforts in military information support planning and coordination, and provides global situational awareness and connectivity for USSOCOM leadership. The J3 synchronizes and, when directed, conducts special operations.

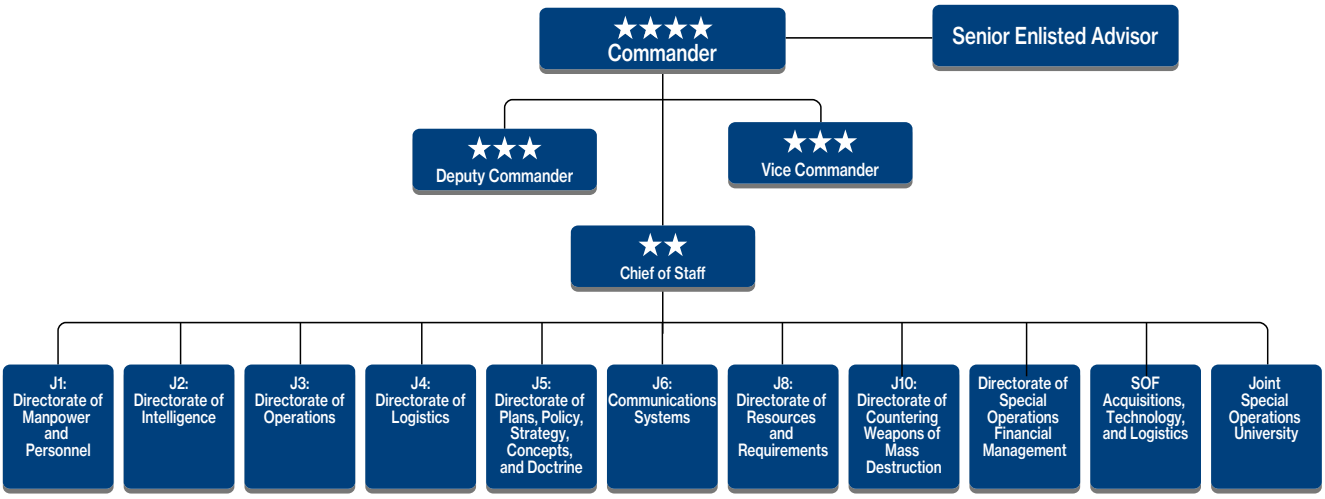

★★★★ Commander
Senior Enlisted Advisor
★★★ Deputy Commander
★★★ Vice Commander
★★ Chief of Staff
J1: Directorate of Manpower and Personnel
J2: Directorate of Intelligence
J3: Directorate of Operations
J4: Directorate of Logistics
J5: Directorate of Plans, Policy, Strategy, Concepts, and Doctrine
J6: Communications Systems
J8: Directorate of Resources and Requirements
J10: Directorate of Countering Weapons of Mass Destruction
Directorate of Special Operations Financial Management
SOF Acquisitions, Technology, and Logistics
Joint Special Operations University

Figure 2.1. Headquarters, United States Special Operations Command organization

J4: Directorate of Logistics

The mission of the J4 is to shape and set conditions for logistics and materiel solutions to sustain global SOF operations.

J5: Plans, Policy, Strategy, Concepts, and Doctrine

In support of National strategic guidance and DOD policy, the J5 develops USSOCOM strategy, policy, and plans to posture and employ SOF worldwide and synchronize the global war against VEOs to achieve strategic end states as defined in global and theater campaign plans.

J6: Communications Systems

As the SOF global command, control, communications, computers, cyber, and information (C5I) organization, working as one team, the J6 rapidly develops and deploys innovative solutions on a resilient global network, connecting highly mobile and capable SOF professionals to the information they need before they need it. The primary mission is to be a global team providing a trusted and operationally relevant "always up" C5I environment in support of SOF deployed around the world. This C5I environment comprises the cyber ecosystem, fosters collaboration among SOF professionals, makes data discoverable, and evolves data-driven analytics and decision-making systems required for the command to ultimately realize the benefits of artificial intelligence and machine learning awareness.

J8: Resources and Requirements

The directorate for force structure, requirements, resources, and strategic assessments, the J8 provides USSOCOM a program of resourced requirements. This enhances the sustainment of current and future SOF mission capabilities designed to meet the needs of USSOCOM. The directorate's responsibilities include conducting analysis and strategic assessments, developing a resource forecast, and executing approved programs.

The Joint Special Operations University provides education and leader development that helps arm SOF professionals with the ability to think through problems with knowledge and insight. Source: JSOU

Directorate of Countering Weapons of Mass Destruction

The Directorate of CWMD is provided with the authorities, vision, mission, organization, key functions, and processes necessary for accomplishing the USSOCOM commander's DOD CWMD coordinating authority responsibilities.

Directorate of Special Operations Financial Management

Special Operations Financial Management (SOFM) advises the USSOCOM commander, staff, component commanders, and TSOCs on all financial management matters. They also prepare, submit, and defend all budget products and analyze the execution of the command's funding and congressional appropriation matters. In addition, they utilize a strategy-to-resource integration approach across the planning, programming, budget, and execution process.

SOF Acquisition, Technology, & Logistics

The SOF Acquisition, Technology, & Logistics (SOF AT&L) mission is to provide rapid and focused acquisition, technology, and logistics to SOF.

Joint Special Operations University

MISSION. Joint Special Operations University (JSOU) prepares SOF professionals to address strategic and operational challenges, arming them with the ability to think through problems with knowledge, insight, and foresight.

JSOU educates and develops "beyond the edge" next-generation, adaptive, all-domain SOF leaders/operators capable of anticipating and influencing the current and future strategic environment in support of National imperatives.

This is accomplished by delivering SOF-unique education and leader development programs of study and praxis to the USSOCOM worldwide enterprise and priority partners through generation and advancement of leading-edge knowledge and expertise by fostering special operations research and analysis and service-outreach engagement in support of USSOCOM objectives and top U.S. security priorities.

VISION. USSOCOM's "think-do tank" center for special operations thinking.

JSOU is USSOCOM's "innovation and experimentation lab" on all things SOF education. World-class in joint-combined strategic and operational, SOF-peculiar education, preparation, and leader development, the university anticipates warfighter requirements and advances cutting-edge knowledge on the worldwide employment and applications of SOF in support of the national defense strategy (NDS).

HISTORY. In September 2000, under the leadership of then-USSOCOM Commander Army General Peter Schoomaker, JSOU was established as an institution of higher learning. Since its founding, JSOU has strived to provide the highest quality joint SOF leadership education possible at both the operational and strategic levels. JSOU provides formal mobile education team, distance learning, and PME courses to the joint SOF community. University faculty members also support senior and intermediate-level PME programs and the emerging educational requirements of numerous U.S., interagency, and international organizations.

THE FUTURE: JOINT SPECIAL OPERATIONS UNIVERSITY NEXT. JSOU NEXT generates and delivers the education the SOF enterprise needs to innovate forward to compete, deter, and fight in an era of great power competition. To meet the demands of postmodern warfare and built on a foundation of American values, JSOU is expanding its intellectual portfolio through education on the following:

- Geostrategy, geoeconomics, and transnational affairs
- Strategic intelligence and joint interagency, intergovernmental, multinational, and commercial (JIIM-C)
- Exponential technology and emerging technology convergence
- Contemporary leadership and ethics for the SOF professional

JSOU's flagship courses in the areas of special activities remain critical in shaping students' minds in the art of irregular warfare (IW) and, more broadly, the comprehensive utility of special operations as an instrument of national force in JIIM-C mission configurations along the continuum of special operations/low-intensity conflict.

JSOU Next is guided by the 2018 NDS, the May 2020 Chairman of the Joint Chiefs of Staff and Joint Chiefs of Staff (JCS) vision and guidelines for improving and enhancing joint professional military education, USSOCOM priorities, and the Commanding General's command guidance letter to JSOU dated 7 June 2020.

JSOU's new charter is to become USSOCOM's center of joint SOF thinking, innovation, and experimentation laboratory on all things SOF education. As such, JSOU reviews, renews, reorients, and reenergizes in ways that synergistically accomplish three important things:

1. Effectively anticipate warfighter requirements
2. Challenge how SOF currently think with respect to roles and missions regarding great power competition
3. Guard against business-as-usual patterns to overcome continuation biases

These are the three legs of a strategic approach toward realizing JSOU NEXT.

As the joint force focuses on all-domain operations, JSOU NEXT must provide the USSOCOM commander with the intellectual energy and foresight to look at how all-domain operations complement the joint-combined SOF domain in order to lead efforts to innovate within the model of its traditional roles and mission sets in ways that enlarge the context as well as the impact of SOF's core expertise in direct action and strategic raiding.

To drive and inspire transformational change for the SOF enterprise, JSOU educates and produces strategically minded leaders who are also masters in the art, science, and craft of operations and who can bring to the moment strategic vision, tailored recommendations, discrete analysis, and fully developed concepts. This is a need only JSOU, as the center of educational excellence for the SOF universe, can fulfill.

Navy SEALs demonstrate winter warfare capabilities. Source: Naval Special Warfare Command

UNITED STATES SPECIAL OPERATIONS COMMAND ORGANIZATIONS

USSOCOM is a unified command of active duty and reserve personnel. Active duty SOF elements assigned to USSOCOM are organized into four Service component commands and eight sub-unified commands. Army SOF (see Chapter 3) are structured under USASOC; Navy SOF (see Chapter 4) are organized under NAVSPECWARCOM, Air Force SOF (see Chapter 5) are grouped under AFSOC, and the Marine Corps SOF (see Chapter 6) are formed under MARSOC. See Figure 2.2.

Joint Special Operations Command

JSOC was established in 1980 and is on Fort Liberty (formerly Fort Bragg), North Carolina. JSOC is a joint HQ designed to study special operations requirements and techniques, ensure interoperability and equipment standardization, plan and conduct joint special operations exercises and training, and develop joint special operations tactics. JSOC prepares assigned, attached, and augmented forces and, when directed, conducts special operations against threats to protect the homeland and U.S. interests abroad.

Theater Special Operations Commands

Since 1988, each of the theater unified commands established a separate special operations command to meet its theater-unique special operations requirements.

As of 2013, all SOF based outside the continental U.S., to include the TSOCs, are under COCOM of the USSOCOM commander and OPCON of their respective GCC.

As the commander of a sub-unified command, a TSOC commander is a joint force commander (JFC) with the authority to plan and conduct joint operations as directed by the GCC and exercise OPCON of assigned and

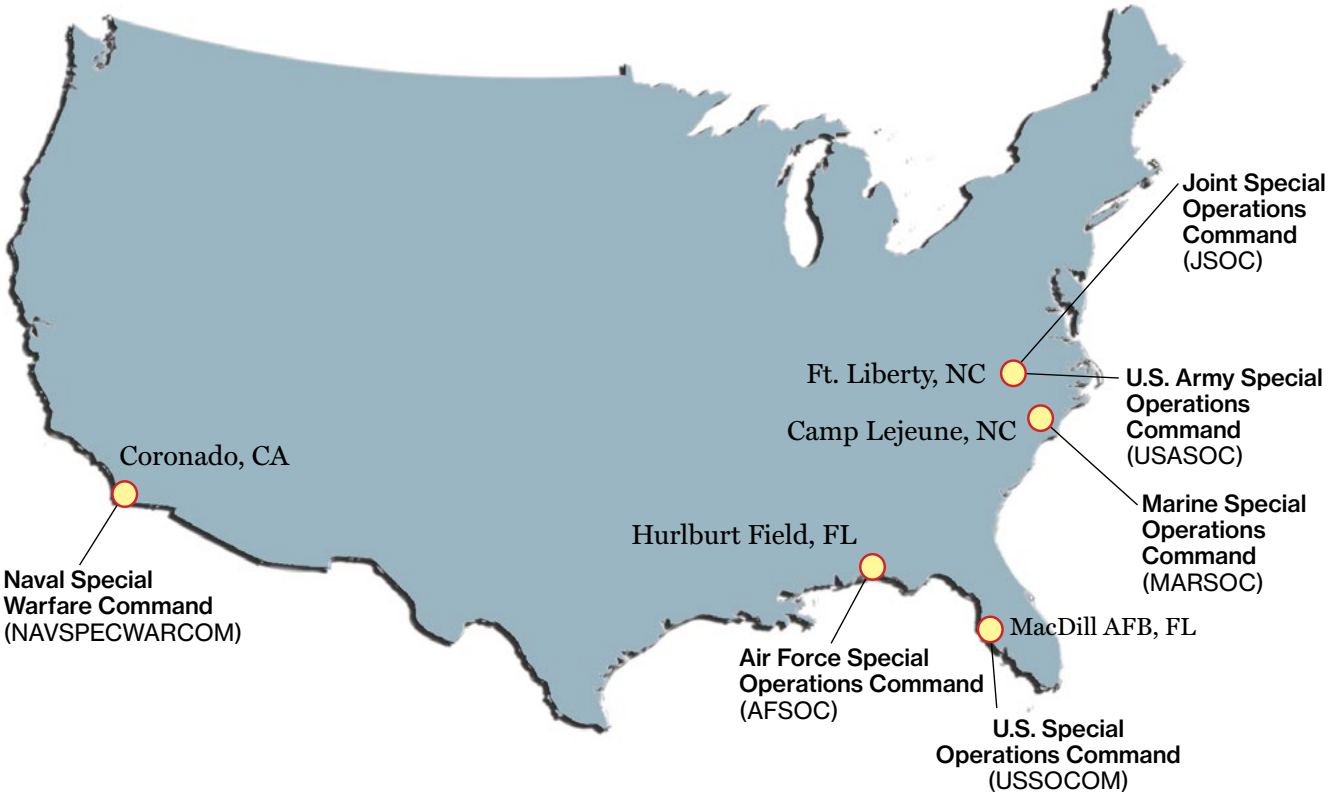

Joint Special Operations Command (JSOC)
Ft. Liberty, NC
U.S. Army Special Operations Command (USASOC)
Camp Lejeune, NC
Coronado, CA
Marine Special Operations Command (MARSOC)
Hurlburt Field, FL
Naval Special Warfare Command (NAVSPECWARCOM)
MacDill AFB, FL
Air Force Special Operations Command (AFSOC)
U.S. Special Operations Command (USSOCOM)

Figure 2.2. United States Special Operations Command and special operations subordinate command locations

attached forces. The TSOC commander may designate subordinate joint special operations task force (JSOTF) commanders and establish joint task forces (JTFs) to plan and execute operations. The TSOC commander may also function as a joint force special operations component commander (JFSOCC) within a GCC's established joint force. TSOCs provide the planning, preparation, and C2 of SOF from the Army, Navy, Air Force, and Marine Corps. They ensure SOF strategic capabilities are fully employed and SOF are fully synchronized with conventional military operations when applicable.

TSOCs offer several advantages to the GCCs. As peacetime elements, the TSOCs are the nuclei around which JSOTFs can be structured. TSOCs also provide a clear chain of command for in-theater SOF, as well as the staff expertise to plan, conduct, and support joint special operations in the theater's area of responsibility (AOR). These special operations may include forces under OPCON to a TSOC. TSOCs normally exercise OPCON of SOF within each GCC's AOR. Additionally, the TSOCs ensure that SOF personnel fully participate in theater mission planning and that theater component commanders are thoroughly familiar with SOF operational and support requirements and capabilities.

There are seven TSOCs that support six GCCs and U.S. Forces Korea. See Figure 2.3. They are as follows:

- SOCAFRICA
- SOCCENT
- SOCEUR
- SOCKOR
- SOCNORTH
- SOCPAC
- SOCSOUTH

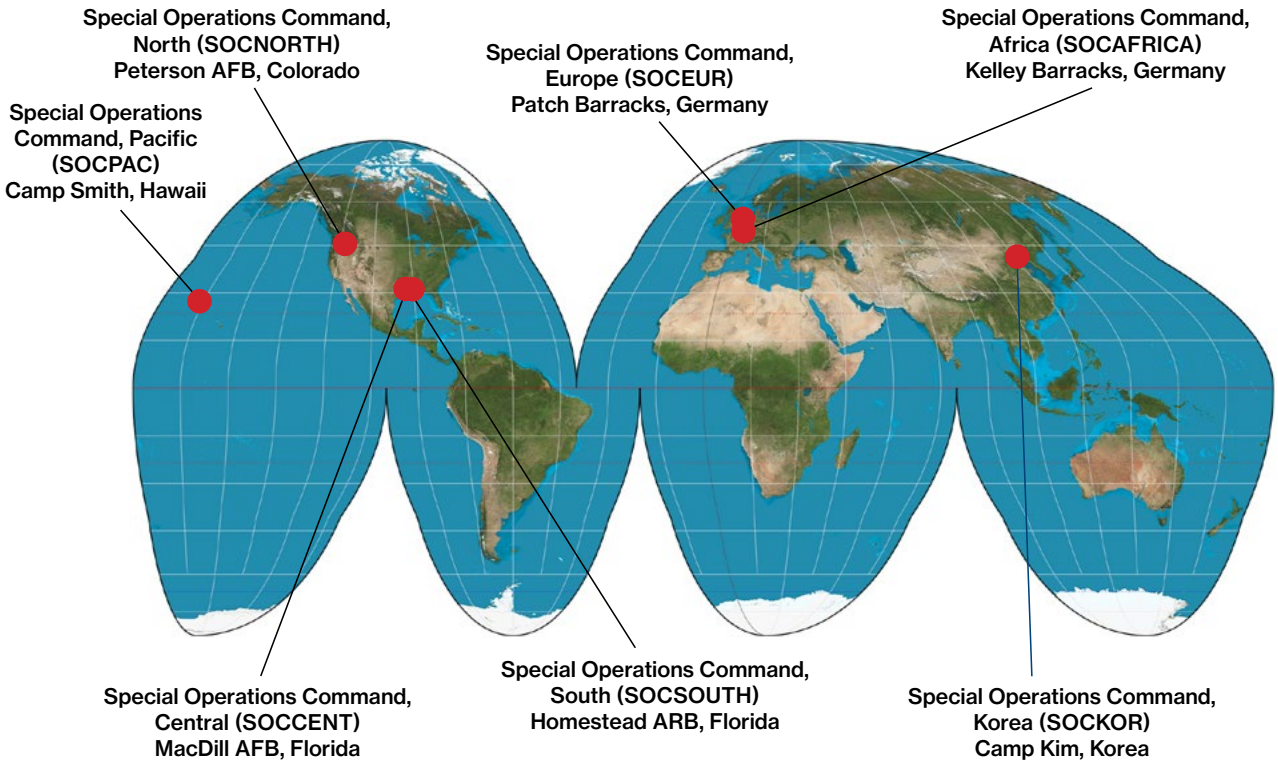

Special Operations Command, North (SOCNORTH) Peterson AFB, Colorado
Special Operations Command, Pacific (SOCPAC) Camp Smith, Hawaii
Special Operations Command, Europe (SOCEUR) Patch Barracks, Germany
Special Operations Command, Africa (SOCAFRICA) Kelley Barracks, Germany
Special Operations Command, Central (SOCCENT) MacDill AFB, Florida
Special Operations Command, South (SOCSOUTH) Homestead ARB, Florida
Special Operations Command, Korea (SOCKOR) Camp Kim, Korea

Figure 2.3. Worldwide theater special operations command locations

Special Operations Command Africa

SOCAFRICA was established 1 October 2007 and became fully operational in April 2009.

SOCAFRICA, under COCOM of the USSOCOM commander and OPCON to U.S. Africa Command (USAFRICOM), is headquartered at Kelley Barracks near Stuttgart, Germany. The commander of SOCAFRICA is a brigadier general and functions as the director of the Africa Command Special Operations directorate.

MISSION. SOCAFRICA leads, plans, coordinates, and, as directed, executes the full spectrum of special operations by, with, and through or in support of USG departments and agencies, partner nations (PNs), and other organizations as part of an integrated theater strategy to promote regional stability, combat terrorism, and advance U.S. strategic objectives in the USAFRICOM AOR. See Figure 2.4.

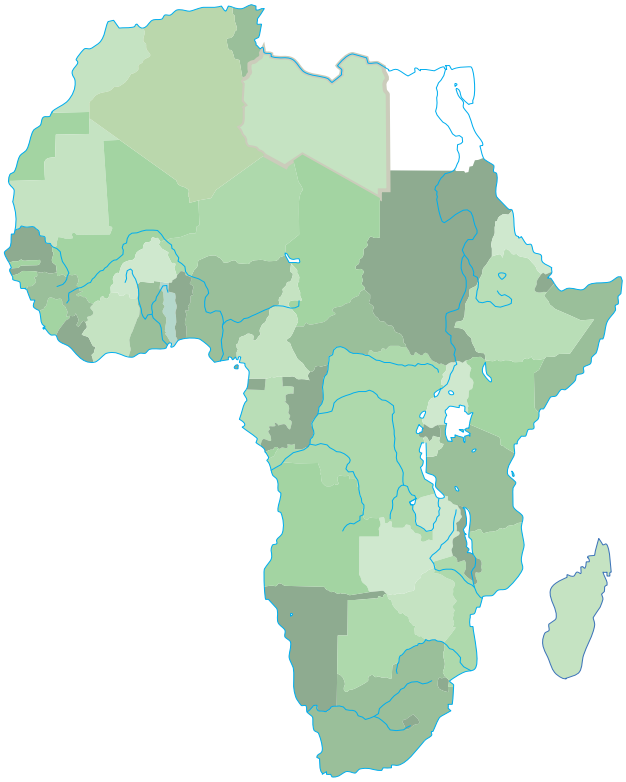


Figure 2.4. Special Operations Command Africa AOR

OPERATIONAL APPROACH. SOCAFRICA's force alignment provides an operational approach that directs the placement of tailored, high-impact teams in strategic locations to conduct SOF objectives, activities, and actions. By achieving persistent access, placement, and influence with strategically positioned special operations commands-forward (SOC-FWD), SOCAFRICA will be effectively postured to address the most urgent problems in a flexible manner. SOCAFRICA's operational approach employs the unique attributes of SOF to attain mission objectives and synchronize all SOF operations, exercises, and security cooperation activities in the USAFRICOM AOR to achieve U.S. strategic end states. Resources include but are not limited to named operations, training exercises, equipment programs, key leader engagements, and military-to-military cooperation events. SOCAFRICA also facilitates and supports Department of State-led security assistance programs and other interagency endeavors.

ORGANIZATION. SOCAFRICA is organized into a command group, special staff, staff directorate, and component commanders.

The command group consists of the commander, senior enlisted leader, deputy commander, COS, foreign policy advisor, executive officer, and Secretary, Joint Staff.

The special staff includes the surgeon, reserve affairs officer, public affairs officer, and the staff judge advocate.

Staff directorate includes HQ commandant; J1 Human Resources; J2 Intelligence; J3 Operations; J4 Logistics; J5 Strategy, Plans, and Programs; J6 Communications; and J8 Resource Management.

Component commanders include SOC-FWD West Africa, SOC-FWD East Africa, SOC-FWD Central Africa, and a joint special operations air component (JSOAC).

Special Operations Command Central

SOCCENT HQ, located at MacDill AFB in Tampa, Florida, is under COCOM of the USSOCOM commander and OPCON to United States Central Command (USCENTCOM). It also has a forward HQ, the Combined Forces Special Operations Component Command, in Qatar.

MISSION. SOCCENT is responsible for planning special operations throughout the USCENTCOM AOR, planning and conducting peacetime joint-combined special operations training exercises, and orchestrating C2 of peacetime and wartime special operations as directed. SOCCENT exercises OPCON of assigned and attached SOF, which deploy for training and operational missions in the USCENTCOM AOR as directed by the USCENTCOM commander. See Figure 2.5.

When directed by the USCENTCOM commander, SOCCENT forms the nucleus of a JSOTF.

SOCCENT is organized and aligned along traditional joint operational lines with a command group, six numbered/functional directorates (J1, J2, J3, J4, J5, J6, and J8) and an HQ command section.

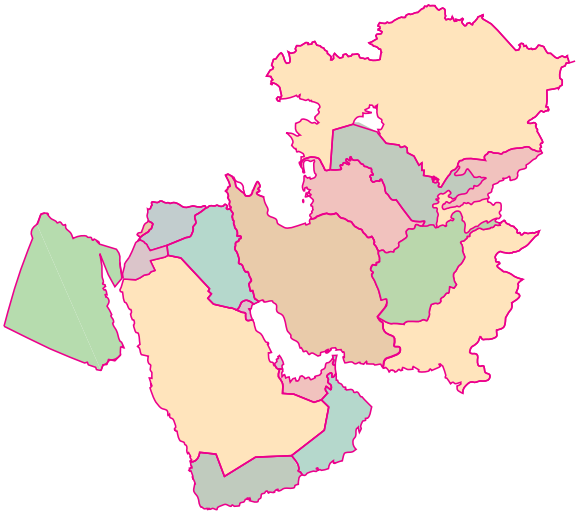


Figure 2.5 Special Operations Command Central AOR

Specific SOCCENT mission tasks include the following:

- Assist and advise the USCENTCOM commander on all matters pertaining to special operations in the USCENTCOM AOR
- Develop PN counterterrorism (CT) and counterinsurgency capacity
- Conduct JCS-directed exercises
- Plan and conduct humanitarian assistance and civic actions with countries receptive to U.S. military presence
- Plan, conduct, and evaluate other joint exercises, mobile training teams (MTTs), deployments for training (DFT), and joint combined exchange training (JCET) in support of theater, regional, and country strategies

Special Operations Command Europe

SOCEUR is under COCOM of the USSOCOM commander and OPCON to U.S. European Command (USEUCOM), headquartered at Patch Barracks in Stuttgart, Germany. SOCEUR's primary responsibility is to exercise OPCON over forward-based or attached Army, Navy, Air Force, or Marine Corps SOF conducting operational missions or training in the USEUCOM AOR. See Figure 2.6.

The SOCEUR commander is one of five commanders (along with U.S. Army Europe, U.S. Air Forces in Europe, Naval Forces Europe, and Marine Corps Forces Europe) in the USEUCOM AOR who may be designated to establish or lead a European JTF to plan, coordinate, and conduct military operations in support of USEUCOM or the Supreme Allied Commander Europe.

During selected wartime and contingency operations, the SOCEUR commander is routinely tasked by the USEUCOM commander to establish a JSOTF and deploy to forward locations to provide command, control, communications, and intelligence for assigned U.S. and allied SOF as required.

SOCEUR is organized as a conventional joint staff with a command group and seven J-coded functional directorates. SOCEUR exercises control of one Army Special Forces (SF) battalion, one Air Force special operations group with two subordinate Air Force special operations flying squadrons and one Air Force special tactics squadron (STS), one Naval special warfare unit, and a signal support detachment. SOCEUR also maintains proponency for CA and MISO.

Key Tasks

- Advise the USEUCOM commander on special operations mission priorities, force structure and apportionment, C2, joint and bilateral training, readiness requirements, and employment of forces
- Develop supporting plans and annexes for USEUCOM operations plans, contingency plans, and functional USEUCOM commander-directed operational tasks
- Exercise OPCON and ensure readiness of all forward-based and allocated SOF in theater
- Conduct USEUCOM- or JCS-directed exercises to ensure readiness
- Plan and conduct USEUCOM-directed host nation (HN)-U.S. training, development, and professional military-to-military contacts (MTT, JCET, DFT, Joint Contact Team Program, etc.) with European armed forces

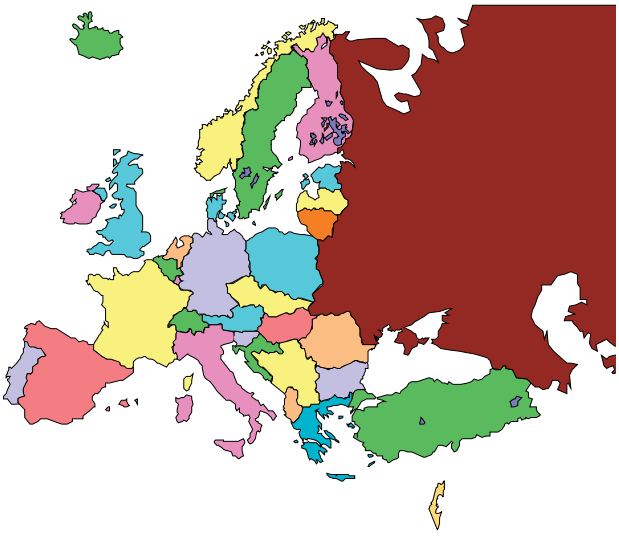


Figure 2.6. Special Operations Command Europe AOR

- Coordinate with USEUCOM service component commanders and SOF Service component commanders to maximize economy in the utilization of U.S. special operations resources and eliminate unnecessary duplication and nonessential activities
- Establish and maintain close coordination and dialogue with Service components, subordinate USEUCOM commands, Allied Command Europe, USSOCOM, and the NATO Special Operations HQ.

Special Operations Command Korea

SOCKOR operates under armistice at Camp Kim in the Republic of Korea (ROK). SOCKOR is under COCOM of the USSOCOM commander and OPCON of United States Pacific Command and further delegated to U.S. Forces Korea (USFK). See Figure 2.7.

SOCKOR is responsible for planning, coordinating, and conducting joint and combined special operations in the Commander, USFK area of operation in support of the Commander, United Nations (UN) Command/ROK-United States Combined Forces Command.

SOCKOR is a traditional joint HQ with a command group and six directorates augmented by the 112 Signal Battalion (Special Operations) (Airborne), Detachment-Korea, and an air liaison element. It exercises OPCON of the Special Forces Detachment 39 and tactical control (TACON) of other U.S. SOF units training in Korea. SOCKOR helps build ROK capacity via three lines of operation:

- Conduct joint and combined training using the JCET program and JCS exercises
- Develop ROK capabilities using a SOF Doctrinal Conference and CA and MISO JCETs with the ROK Ministry of National Defense
- Operate SF Detachment 39, which sends a liaison officer (LNO) to each ROK SF brigade and group and enhances U.S./ROK interoperability by training, advising, and assisting

Focused primarily on deterrence and preparation for warfighting, SOCKOR is the only theater SOC in which U.S. and allied SOF are institutionally organized for combined special operations. If hostilities resume in Korea, elements of SOCKOR and the ROK Army Special Warfare Command, Republic of Korea Naval Special Warfare Brigade, and the Republic of Korea Air Force Special Operations Squadron will establish the Combined Forces Command Combined Unconventional Warfare Task Force (CUWTF). CUWTF is commanded by a ROK lieutenant general with the SOCKOR commander as his deputy.

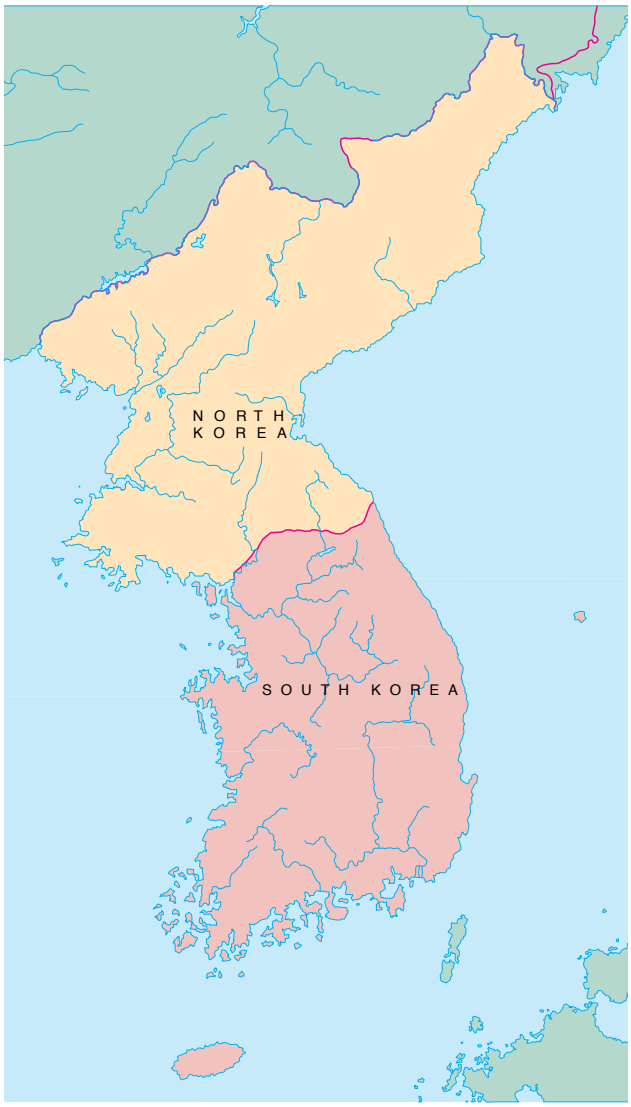


Figure 2.7. Special Operations Command Korea AOR

Special Operations Command North

On 5 November 2013, SOCNORTH was formally activated as a sub-unified command to USSOCOM, with OPCON transferred at that time to the United States Northern Command (USNORTHCOM) commander. SOCNORTH is currently at initial operating capacity and located at Peterson AFB, Colorado.

SOCNORTH provides the NORTHCOM commander with a dedicated SOF C2 structure, matching that of other GCCs and consistent with the defense strategic guidance calling for low-cost, limited footprint approaches to national security objectives.

The USNORTHCOM AOR includes air, land, and sea approaches and encompasses the continental U.S., Alaska, Canada, Mexico, and the surrounding water out to approximately 500 nautical miles. It also includes the Gulf of Mexico, the Straits of Florida, and portions of the Caribbean region to include the Bahamas, Puerto Rico, U.S. Virgin Islands, British Virgin Islands, and the Turks and Caicos Islands. See Figure 2.8.

SOCNORTH, under the NORTHCOM commander's guidance, supports its homeland defense, civil support, and security cooperation missions to defend and secure the U.S. and its interests. The NORTHCOM commander is responsible for theater security cooperation with Canada, Mexico, and the Bahamas.

SOCNORTH has aligned mission requirements throughout the USNORTHCOM AOR, both foreign and domestic. SOCNORTH operations within the U.S. are in support of the appropriate lead federal agencies and in accordance with all applicable laws and policies.

SOCNORTH has also been designated as the supported command for DOD CT-related activities and specialized support of federal law enforcement with the USNORTHCOM AOR.

SOCNORTH is currently commanded by a two-star flag officer with an Army, Navy, Air Force, Marine Corps, and civilian staff with special operations expertise. Interagency partners have shown interest in assigning LNOs directly to SOCNORTH. Canadian SOF are assigned to SOCNORTH as nonreciprocal exchange officers, including the VCDR.

SOCNORTH enables USNORTHCOM, as an integrated part of the SOF network capable of collaborating with interagency and international partners, to counter or defeat terrorists and other emerging transnational threats.

Figure 2.8. Special Operations Command North AOR

Special Operations Command Pacific

SOCPAC is under COCOM of the USSOCOM commander and OPCON of United States Indo-Command (USINDOPACOM), headquartered at Camp Smith, Hawaii. As USINDOPACOM's TSOC, SOCPAC coordinates, plans, and directs special operations and related activities in the Indo-Pacific theater. See Figure 2.9.

This supports the USINDOPACOM commander's objectives of deterring aggression, advancing regional security cooperation, responding to crises, and fighting to win. Since the terrorist attacks of 9/11, SOCPAC has been fully engaged with the Armed Forces of the Philippines. For over a decade, the Joint Special Operations Task Force-Philippines advised and assisted the Armed Forces of the Philippines in CT activities. SOCPAC will continue to engage with the Armed Forces of the Philippines to increase its capability to support civil authority and human rights and enhance its capability to defeat terrorist and insurgent threats. The SOCPAC commander is the USINDOPACOM staff advisor for special operations. The staff is organized with a command group and seven directorates (SOJ1-SOJ7) and is augmented by the Joint Intelligence Support Element and a detachment from the 112th Signal Battalion.

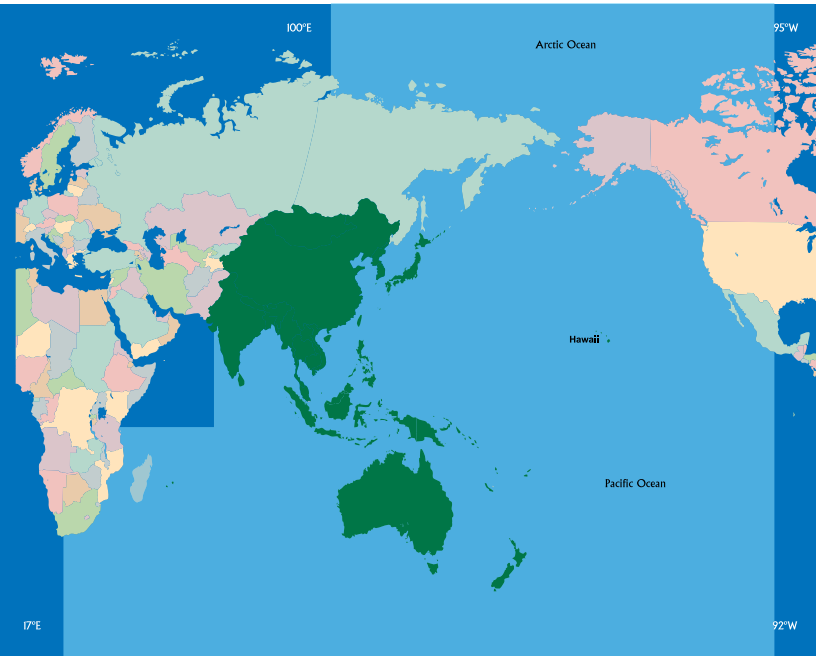


Figure 2.9. Numerical data indicate latitudinal and longitudinal boundaries of the PACOM AOR

Part of SOCPAC's capability is based around JTF 510. The JTF is a composite of SOCPAC service members task organized as a rapidly deployable HQ. JTF 510 provides the USINDOPACOM commander with the ability to quickly establish C2 in support of emerging crises, such as disaster relief for tsunamis or earthquakes, humanitarian assistance for civil strife or noncombatant evacuation operations, or threat situations involving terrorist incidents.

SOCPAC is assigned OPCON of one Army SF battalion, one Naval special warfare unit, and one Air Force special operations wing, which includes two Air Force special operations squadrons and one Air Force STS. Additionally, SOCPAC maintains a JSOAC in Hawaii and a forward-based joint special operations air detachment.

SOCPAC's strategy rests on a synchronized concept of operations called the indirect approach. The indirect approach focuses on three lines of operation: increasing PN security capacity, improving information gathering and sharing, and securing the support of the population. Specific tools used by SOCPAC in support of these lines of operations include the following:

- JCET
- Counternarcotics training
- Foreign internal defense (FID)
- Subject matter expert exchange
- Humanitarian assistance/disaster relief
- Humanitarian civic action programs
- Humanitarian mine action
- Information operations (IO) and public affairs
- Pacific Area Special Operations Conference
- JCS/USINDOPACOM exercises

Special Operations Command South

SOCSOUTH is under COCOM of the USSOCOM commander. OPCON of U.S. SOF is through the SOCSOUTH commander, who exercises OPCON of subordinate forces directly from the TSOC location at Homestead Air Reserve Base, Florida, or through smaller elements positioned at key locations known as SOC-FWDs.

When directed, SOCSOUTH forms and deploys a JSOTF HQ to provide command, control, communication, computers, and intelligence during contingencies and emergencies. Assigned forces include one Army SF company, one Army special operations aviation (SOA) company, and one Naval special warfare unit.

SOCSOUTH is organized as a sub-unified command with a command group and seven functional directorates, J1 through J6 and J8.

SOCSOUTH plans, directs, and executes special operations missions throughout Central America, South America, and the Caribbean to achieve operational and strategic objectives in support of the USSOUTHCOM commander. See Figure 2.10.

SOCSOUTH core tasks include the following:

- USSOUTHCOM situational awareness team
- Crisis response force
- JSOTF HQ
- Understand the environment and threats
- Build focused PN capacities that lead to operational results
- Enhance networking with all partners
- Deter/disrupt VEOs

SOF OPERATIONAL COMMAND AND CONTROL

Command is the most important function undertaken by a JFC because it is the exercise of authority and direction by a properly designated commander over assigned and attached forces. C2 is how a JFC synchronizes and/or integrates joint force activities to achieve unity of command, and it ties together all the operational functions and activities. C2 applies to all levels of war and echelons of command across the range of military operations.

TSOC commanders, JSOTF commanders, and JFSOCC, when designated, are all JFCs. C2 of SOF should be executed within a SOF chain of command. The identification of a C2 organizational structure for SOF should depend upon specific objectives, security requirements, and the operational environment. The guiding principle is to place all SOF in an operational area or task them with a specific mission or operation under a single SOF commander with the authority to coordinate special operations among all supporting and supported units.

In all cases, commanders exercising COCOM over SOF should do the following:

- Provide for a clear and unambiguous chain of command.
- Avoid frequent transfer of SOF between commanders.
- Provide for sufficient staff experience and

Figure 2.10. Special Operations Command South. Numerical data indicate latitudinal and longitudinal boundaries of the SOUTHCOM AOR

expertise to plan, conduct, and support the operations.
- Integrate SOF early in the planning process.
- Match unit capabilities with mission requirements.

SOF are most effective when special operations are fully integrated into the overall plan. The ability of SOF to operate unilaterally, independently as part of the overall plan, or in support of a conventional commander requires a robust C2 structure for integration and coordination of the SOF effort. Successful special operations require centralized, responsive, and unambiguous C2 through an appropriate SOF C2 element. The limited window of opportunity and sensitive nature of many SOF missions require a C2 structure that is, above all, responsive to the needs of the operational unit and provides the most flexibility and agility in the application of SOF. SOF C2 may be tailored for a specific mission or operation. The ability to liaison among all components of the joint force and SOF, however they are organized, is vital for effective SOF employment as well as for coordination, deconfliction, synchronization, and prevention of fratricide.

Special Operations Joint Task Force

For military engagement, security cooperation and deterrence operations, forward-based and distributed C2 nodes under the OPCON of the TSOC commander provide the necessary C2 for assigned and attached SOF.

The special operations joint task force (SOJTF) is the principal joint SOF organization tasked to meet all special operations requirements in major operations, campaigns, or contingencies.

A SOJTF is a modular, tailorable, and scalable SOF organization that allows USSOCOM to efficiently provide integrated, fully capable, and enabled joint SOF to GCCs and subordinate JFCs based on the strategic, operational, and tactical context. See Figure 2.11.

Airman 1st Class Jason Fischman hoists a U.S. Army tactical explosive detection dog into a HH-60G Pave Hawk during a joint rescue training scenario, at Bagram Airfield, Afghanistan. Source: U.S. Air Force photo by Staff Sgt. Stephenie Wade

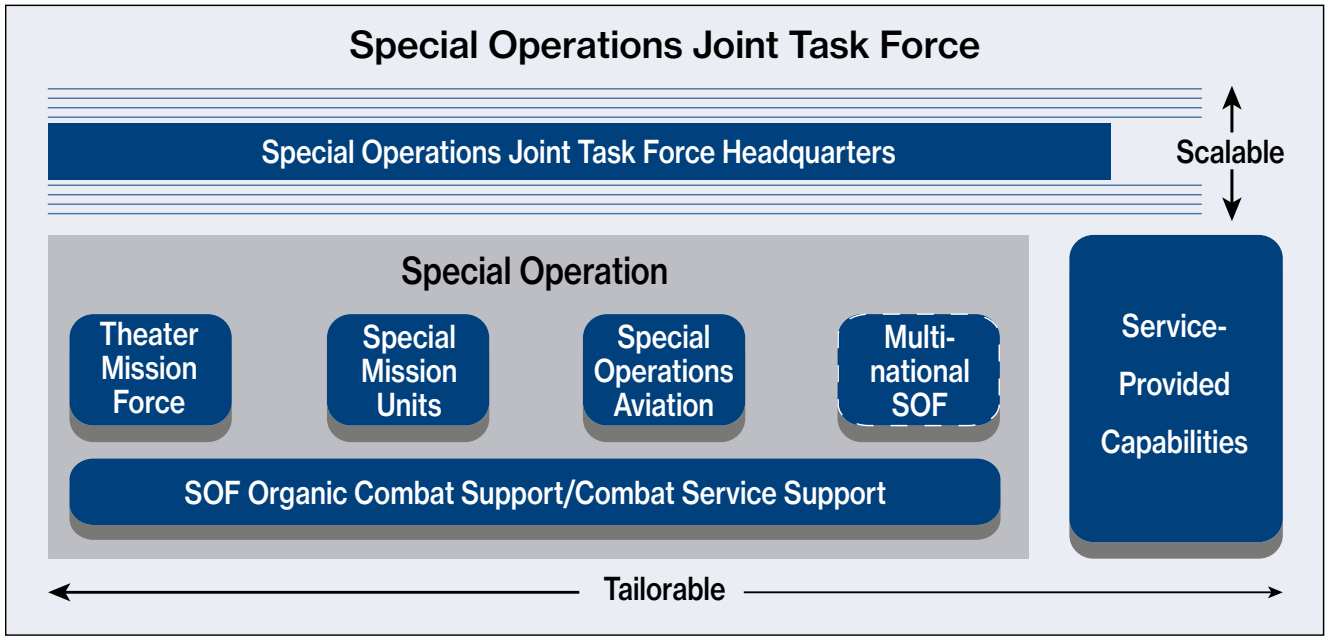


Figure 2.11. Special operations joint task force

SOF capacity may be especially challenged during major combat operations or other large-scale campaigns. When theater SOF requirements exceed the TSOC's capacity, GCCs may request a SOJTF from USSOCOM. In coordination with the GCC, theater component, and JTF commanders, the SOJTF commander is responsible for the planning, integrating, and conducting of special operations in a designated operational area. When tasked, the SOJTF commander may plan, integrate, and conduct all military operations in the designated theater of operations.

A SOJTF is composed of four elements: the HQ, SOF units, support forces, and service-provided capabilities.

The HQ element provides the C2 of all SOF in the SOJTF. It may augment existing capability or provide the full theater capability as required.

The second element is the SOF units, which may include air, ground, maritime, and specially designated SOF capabilities.

The third element includes the SOF organic combat support and combat service support capabilities, which may include but are not limited to aviation support, fires support, intelligence, logistics, and communications.

Since SOF are limited in size and capability, the fourth element consists of service-provided capabilities augmented from conventional forces (CF). The SOJTF scalability also allows expanding into a multinational force (MNF) as required.

Depending on circumstances, the SOJTF may be directed to serve as the JTF or a JFSOCC. The SOJTF provides a capability to C2 multiple JSOTFs and JSOAC or a JTF consisting of both CF and SOF.

A TSOC is a subordinate unified command of USSOCOM and is the primary theater SOF organization capable of performing broad, continuous missions uniquely suited to SOF capabilities. It is the organization through which a GCC exercises C2 over attached SOF. While USSOCOM exercises COCOM of all SOF to include the TSOCs, USSOCOM delegates assigned OPCON of the TSOCs to their respective geographical combatant commander. The TSOCs are sub-unified commands in support of their respective GCCs.

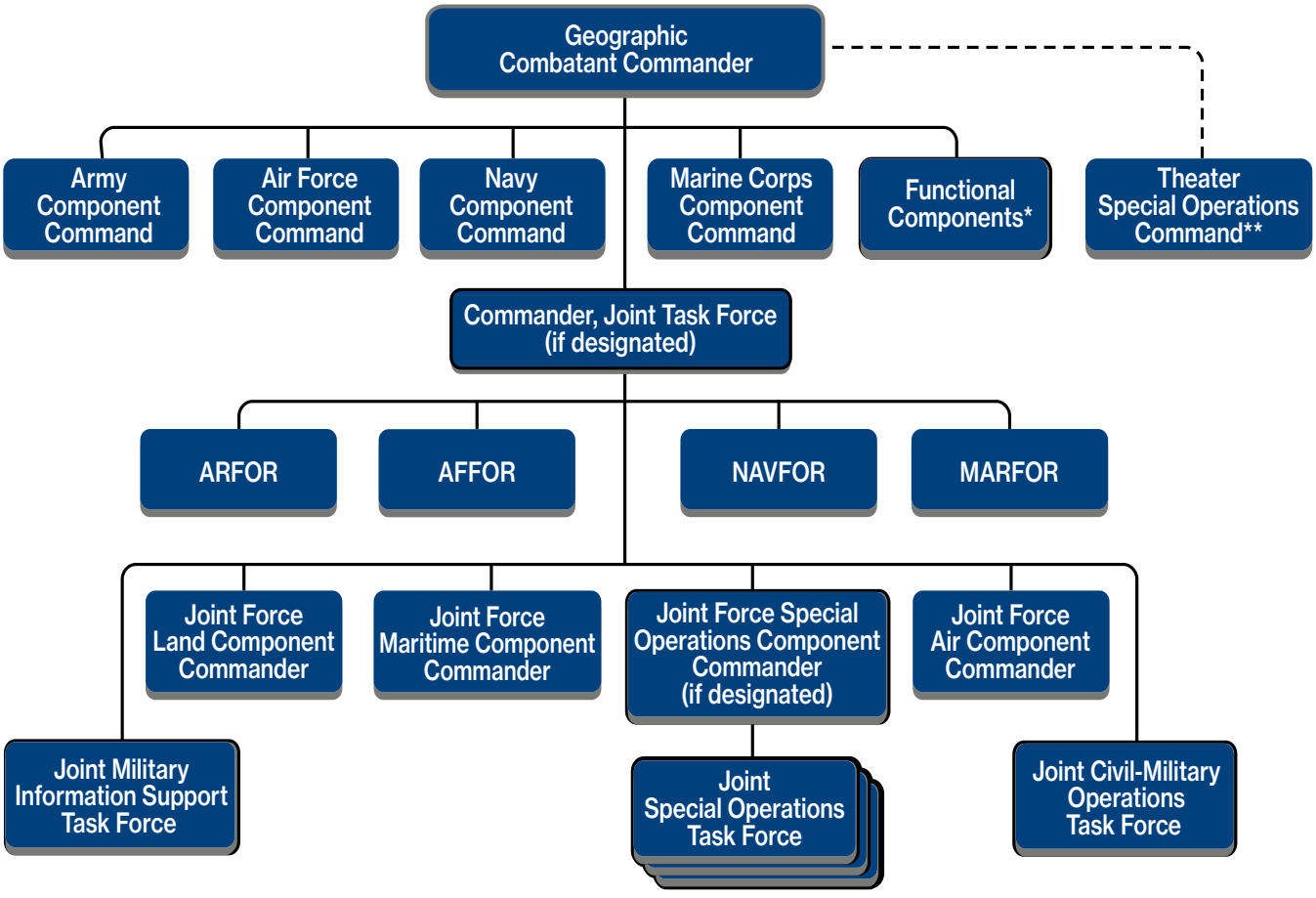
Command and Control of SOF in Theater

All SOF are assigned to USSOCOM and are under the COCOM of the USSOCOM commander. However, SOF assigned to a GCC are under the OPCON of that GCC.

When SOF are transferred to a GCC from USSOCOM or from another GCC, and the transfer of forces is permanent or for an anticipated long period of time, the forces are reassigned to the gaining GCC. When the transfer of forces is temporary or for an anticipated short period of time, the forces may be either reassigned or attached.

When forces are transferred, it is important to specify command relationships. This is normally done in a deployment order. Normally, if the forces are reassigned, the gaining GCC exercises COCOM of the reassigned force. If the forces are attached, the command relationship could be OPCON, TACON, or support, depending on the operational requirements.

A GCC normally exercises OPCON of all assigned SOF, as well as C2 of all attached SOF, through the TSOC commander or a subordinate JFC. That C2 relationship over attached forces may vary from OPCON, TACON, or support depending on the situation. However, there are situations in which SOF will operate directly under a GCC or another JFC—not the TSOC—with either an OPCON, TACON, or support relationship. See Figure 2.12.



* Functional component commanders report to the establishing Joint Force Commander (Geographic Combatant Command or Joint Task Force Command)
**TSOC commander may also function as a JFSOCC and/or commander of a JSOTF, JMISTF, and/or a JCMOTF

Figure 2.12. Notional command and control of Special Operations Forces

A formation of MC-130J Commando IIs flies off the coast of Okinawa, Japan. The 1st Special Operations Squadron operates the MC-130J providing infiltration, exfiltration, and resupply of special operations forces and equipment in hostile or denied territory. Source: 353rd Special Operations Wing Public Affairs photo by Capt. Renee Douglas

Role of the Theater Special Operations Command Commander

The TSOC commander has three primary responsibilities on a routine basis:

1. Serve as the principal SOC advisor to the GCC
2. Maintain an AOR-wide focus and employ SOF to support the GCC's AOR requirement
3. Serve as an operational commander providing C2 of SOF in the AOR

On a routine basis, the TSOC commander exercises C2 of assigned and attached SOF in the AOR. During a contingency or crisis, this responsibility is expanded, with the TSOC commander having to determine and make recommendations to the GCC and/or JFC on the SOF C2 structure (e.g., JSOTF, joint force special operations component [JFSOC], or a combination of these) required for the operation and which organization should form and command the operation.

Joint Force Special Operations Component

A JFSOC is a command within a unified command, sub-unified command, or JTF responsible to the establishing JFC (GCC, TSOC, or JTF) for making recommendations on the proper employment of assigned, attached, and other forces made available for tasking, planning, and coordinating of special operations and accomplishing assigned missions and taskings. The JFSOC is not a joint force. It is a component of a joint force.

Joint Special Operations Task Force

A JSOTF is a joint force—a JTF composed of SOF from more than one Service, formed to plan and conduct a specific special operation or execute special operations in support of a theater campaign or other operations. It may contain both SOF and CF.

The decision of the SOF C2 structure (JSOTF or JFSOCC) should be based on the following considerations: mission requirements, higher HQ concept of operation and organizational structure (e.g., FCs, JTFs, etc.), battlespace geometry, SOF concept of operation and force structure, C2 requirements, multinational implications, etc. There are several options to consider when determining what organization should form the SOF C2 organization and command the operation. Some of the options

include: a TSOC battle staff, a battle staff of one of the TSOC's components, one of the JTF-level SOF C2 elements provided by USSOCOM, and an *ad hoc* organization. The decision of who should form and command the organization should be based on the following considerations: mission requirements, mission response time/ time available to prepare, experience and readiness level, anticipated duration of the operation, multinational implications, etc.

Forming a SOF Command and Control Structure

In a situation that requires rapid response, the GCC may decide, based on the TSOC commander's recommendation, to task the TSOC to form and deploy a JSOTF to C2 the operation. That JSOTF could operate directly under the C2 of the GCC or the TSOC depending on the operational requirements.

If the situation continues to develop and a larger JTF is required, the JSOTF may transition overall C2 of the operation to a larger JTF. The JSOTF may then become subordinate to the JTF, with a command relationship (OPCON, TACON, or support) established by the GCC.

If a GCC forms a JTF to C2 an operation, the TSOC commander will advise the GCC and JTF commander on the SOF C2 structure as stated earlier. The JTF may have one or more JSOTFs, depending on the overall concept of operation and the operational requirements. If the JTF has more than one JSOTF, the JTF commander may decide to either keep the JSOTFs separate and directly subordinate to the JTF, designate one of the JSOTFs as the lead and have the other JSOTFs subordinate to it, or form an FC for special operations—a JFSOC—in order to enhance the integration of the planning efforts, reduce the JTF commander's span of control, and improve combat efficiency, information flow, unity of effort, asset management, component interaction, and operations. If a JTF commander decides to operate through subordinate FCs such as a joint force land component commander (JFLCC), joint force maritime component commander (JFMCC), and joint force air component commander (JFACC), he will normally also establish a JFSOCC. The JFSOCC could C2 one or more JSOTFs or be the single operational-level SOF HQ, exercising C2 over subordinate SOTFs.

For a large-scale operation, a GCC may decide to C2 the operation directly from the GCC HQ. In these situations, a GCC may decide to operate through subordinate FCs such as a JFLCC, JFMCC, and JFACC. He may also decide to establish a JFSOCC. As in a JTF, the JFSOCC could C2 one or more JSOTFs or be the single operational-level SOF HQ, exercising C2 over subordinate SOTFs.

SOF as the Lead for a Joint Task Force

With the increased IW nature of operations and a whole-of-government effort in unified action to defeat global, networked, and transnational irregular adversaries, there may be cases where the C2 construct based on preponderance of forces may not be the primary consideration in establishing a JTF.

In some cases, a C2 construct based on special operations expertise and influence may be better suited to the overall conduct of an operation (i.e., superiority in the aggregate of applicable capabilities, experience, specialized equipment, and knowledge of and relationships with relevant populations), with the JTF being built around a core special operations staff.

Such a JTF has both SOF and CF and the requisite ability to C2 them. SOF and their unique capabilities are particularly well suited for such complex situations because of their regional familiarity, language and cultural awareness, and understanding of the social dynamics within and among the relevant populations (e.g., tribal politics, social networks, religious influences, and customs). SOF also maintain special relationships with other participants within unified action. Given the SOF expertise and the special operations form of maneuver, SOF may be best suited to lead U.S. forces in some operational areas. Accordingly, an optimal construct can be one having a SOF chain of command supported by CF and their

enabling functions. Such a construct calls for a SOF JFC, not as a JFSOCC or JSOTF commander, but as the CJTF.

Notional Organization of a Joint Special Operations Task Force

A JSOTF does not have a fixed organization. Like conventional JTFs, a JSOTF is normally task-organized based on mission requirements, and its organization is flexible in both size and composition. However, a JSOTF is normally composed of service components (e.g., USASOC, AFSOC, Naval Special Operations Command [NAVSOC], and MARSOC), subordinate JTFs (e.g., JSOTF and Joint Psychological Operations Task Force/JMISTF), and a JSOAC as the FC.

Operations and current JSOTF doctrine include special operations task forces (SOTFs) in a JSOTF task organization. SOTF is a general term used to describe an operational task force of varying compositions subordinate to a JSOTF.

A JSOTF HQ also varies in size and scope but is normally able to perform the command and staff functions required of a joint HQ. Most JSOTF HQ and staffs have a functional J-code structure (e.g., J1, J2, J3, J4, J5, J6, etc.). In addition to the separate J-code directorates, most JSOTF staffs establish and maintain several of the cross-functional staff organizations that directly enhance planning and decision-making, such as a joint planning group, joint targeting board, joint operations center, joint logistics center, and joint personnel recovery center. A JSOTF does not normally have the requirements or the ability to establish and maintain all of the cross-functional staff organizations normally associated with a larger conventional JTF. Notional depictions of a JFSOCC/JSOTF and JSOTF elements are shown in Figures 2.13 and 2.14. An existing application of a SOJTF is described at the end of this chapter.

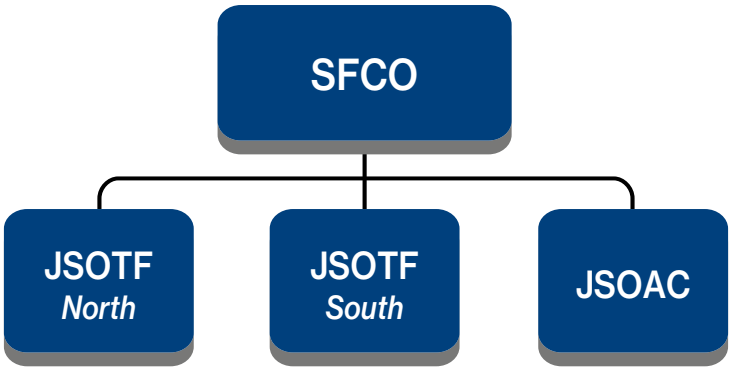


Figure 2.13. Notional joint force special operations component command and control

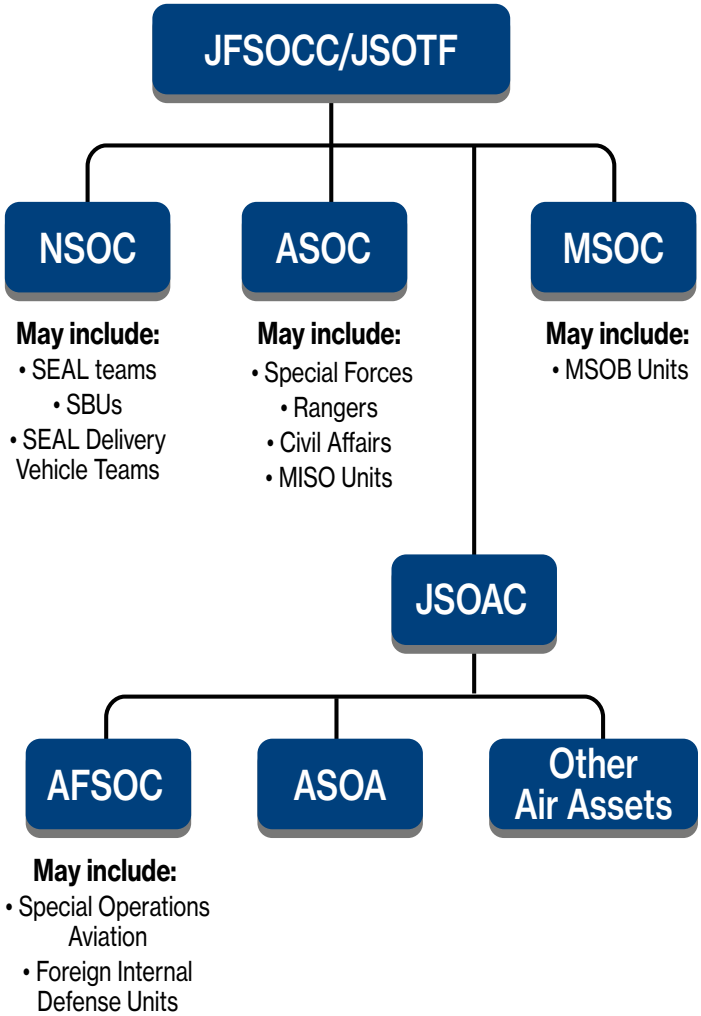


Figure 2.14. Notional joint special operations air component under a joint force special operations component commander. Note: SOC refers to special operations component, not special operations command.

Joint Special Operations Air Component

The JSOAC is the SOF functional air component. A TSOC, JFSOCC, or JSOTF commander may designate a joint special operations air component commander (JSOACC) to plan and execute joint special operations air activities and coordinate conventional air support for SOF with the JFACC if designated.

The JSOACC will normally be the commander with the preponderance of SOF air assets or the best capacity to plan, coordinate, allocate, task, control, and support the assigned and supporting air assets, which can include Army SOA, AFSOF, and other air assets. SOF commanders may place selected SOA assets under CF control.

A JSOACC may support multiple JSOTFs in one or more operational areas in a theater of operations. A JSOAC may be a standing organization, formed in response to a crisis, or for a major operation or campaign. Normally, the only SOF FC under a TSOC commander, JFSOCC, or CDRJSOTF is a JSOAC. The other components are service components.

SOF Integration with Conventional Operations and Forces

To fully integrate with conventional operations, SOF must maintain effective liaison and coordination with all components of the joint force that may impact the conduct of SOF activities. Unity of effort among SOF and CF is accomplished through several integrating elements. These are described below.

Special Operations Command and Control Element

The special operations command and control element (SOCCE) is a C2 element generally based on a U.S. Army SF Company HQ or a Ranger liaison element and usually found at a Corps or Marine air-ground task force level. The SOCCE integrates special operations (less MISO and civil-military operations [CMO]) with land or maritime operations and normally remains under the control of the JFSOCC.

The SOCCE is the focal point for synchronizing and deconflicting SOF missions with ground and maritime operations. The SOCCE collocates with the command post of the supported commander and performs C2 or liaison functions as directed by the JFSOCC. The SOCCE can also receive SOF operational, intelligence, and target acquisition reports directly from deployed SOF elements and provide them to the land force HQ.

Special Forces Liaison Element

The SF liaison element (SFLE) is a U.S. Army SF or joint special operations element that is a liaison between U.S. CF division-level HQ and subordinate HN or MNFs brigades and battalions. It is formed only as needed. SFLEs conduct these functions when HN or MNFs have not practiced interoperability before the operation, if they do not share common operation procedures or communications equipment, or if a significant language or cultural barrier exists.

Special Operations Liaison Element

A special operations liaison element (SOLE) is a team provided by the JFSOCC or the JSOTF commander to the JFACC or appropriate service component air C2 organization.

A SOLE is provided to coordinate, deconflict, and integrate special operations air, surface, and subsurface operations with conventional air operations. This team is composed of operations, plans, and LNOs from the different SOF air and ground elements and is led by a senior SOF airman known as the director.

The SOLE director works directly for the JFSOCC. The SOLE director is not in the SOF chain of command, and thus COCOM for mission tasking, planning, and execution of special operations remains with the JFSOCC. The SOLE director places SOF ground, maritime, and air liaison personnel in divisions of the Joint Air Operations Center to integrate with the JFACC staff.

The SOLE coordinates, deconflicts, and integrates SOF air, surface, and subsurface operations by providing a SOF presence in the Joint Air Operations Center that is aware of

SOF unit activities in the field and provides visibility of SOF operations in the air tasking order and the airspace control order. The SOLE must also coordinate appropriate fire support coordinating measures to help avoid fratricide. A notional SOLE consists of 43 personnel but in practice is tailored as appropriate.

Naval Special Warfare Task Unit

These provisional subordinate units of a naval special warfare task group (NSWTG) provide C2, coordinate administrative and logistical support, and integrate special operations with maritime operations. Designated naval special warfare (NSW) forces may be under the OPCON of the naval component commander or a JFSOCC.

NSW forces are often assigned to conventional naval component commanders, as well as to theater JFSOCCs. Several naval special warfare task units (NSWTUs) could be operationally subordinate to an NSWTG, as well as having an NSWTU under the OPCON of a JFSOCC.

Special Operations Command-Forward

SOC-FWDs are command nodes of varying sizes resident in GCC AORs. These nodes link the TSOCs to forward-deployed tactical SOF units that execute distributed special operations and provide a SOF voice and influence to JTF and chief-of-mission activities. They are an extension of the TSOCs and develop a cadre of campaign experts who rotate between the SOC-FWD node and the TSOC. SOC-FWDs improve SOF relationships with other agency partners and allies. There are currently small SOC-FWD command nodes in Lebanon, Jordan, Pakistan, and Yemen.

SOF Liaison Element

The USSOCOM Marine Expeditionary Unit/Amphibious Ready Group (MEU/ARG) SOF liaison element (SOFLE) is provided to deploying MEU/ARGs to improve access, leverage the SOF network, enable TSOC coordination, and facilitate interdependent MEU/ARG-SOF objectives, actions, and activities to better support the steady state and crisis response operations of GCCs.

10th Special Forces Group (Airborne) Green Berets conduct RAPIDS operations from a CH-47 Chinook helicopter during a Joint Pacific Multinational Readiness Center rotation in Alaska. Source: U.S. Army photo by Staff Sgt. Steven E. Lopez

Special Operations Liaison Officers

Special operations liaison officers (SOLOs) are in-country SOF advisors to the U.S. country team. They advise and assist PN SOF in the development of PN SOF activities and synchronize activities between the HN and the United States. There are SOLOs in Australia, Brazil, Canada, United Kingdom, Jordan, Poland, Colombia, France, Turkey, Kenya, and Italy.

Joint Military Information Support Task Force

Operational planning for MISO resides at the GCC due to its importance to the commander's strategic concept. The TSOC, as a sub-unified command of USSOCOM, usually exercises OPCON of U.S. Army active component military information support (MIS) forces when they are allocated and attached to the GCC.

The TSOC commander may become the principal advisor to the supported combatant commander (CCDR) for MISO. When a CCDR establishes a subordinate JTF, MISO positions are allocated to the TSOC's or JFC's staff. The inclusion of these positions on the JFC's staff ensures nesting of supporting MISO plans with the CCDR's plan.

As a JFC, the TSOC commander can direct the establishment of a JMISTF to plan and conduct operations within the theater when approved by the GCC. Requests for MIS forces are staffed through the SecDef in the same manner that other forces are requested.

During planning, CCDRs identify the capabilities required to execute their assigned missions. CCDRs establish subordinate joint forces and designate the required subordinate components. The requested MIS force size and planned disposition may exceed the C2 capabilities of the joint force components. In these cases, the CCDR may identify the requirement to establish a JMISTF or military information support task force (MISTF) as a component of the joint force. The CCDR may decide to establish the JMISTF as a component of an existing joint force component, such as a JSOTF or SOTF. MIS forces may be organized as large as a battalion-sized JMISTF or as small as an MIS team.

The JMISTF is responsible for integrating MISO into joint or multinational operations at the tactical and operational levels. During planning, the JMISTF coordinates with applicable services, FCs, and staff elements to determine MISO requirements. During execution, the JMISTF continues this coordination. The JMISTF commander may request direct liaison authority to coordinate and synchronize operations with other USG departments or agencies or multi-national officials.

The JMISTF is also responsible for deconflicting all MISO that occur under the JTF and other commands as designated by the establishing authority. Deconfliction is accomplished through the MISO approval process, establishment of direct coordination lines, liaison, and the synchronization conducted by IO staffs. In the absence of an MIS component, the requirement to deconflict MISO is executed in the same manner as all operations are—in the operations staff sections.

Mission requirements dictate the JMISTF organizational structure and the functions conducted. It also may be organized as a combined joint military information support task force (CJMISTF) if multinational partners provide MIS staff personnel and forces to support operations.

A CJMISTF supports multinational military operations, as well as operations involving intergovernmental and regional organizations. OPCON of all assigned MIS forces belongs to the JMISTF commander, or they may exercise OPCON of specified MIS forces through the commander of the units or components to which they are attached or assigned. A subordinate JFC can only delegate OPCON of those MIS forces for which the JFC has OPCON.

If the JFC determines that MISO planning and execution requires control by a component command with that mission as its sole purpose, then the JFC requests establishment of a JMISTF or MISTF. JMISTFs can serve as a component or staff element of the JFC or

as a subcomponent or staff element under an existing component such as a JSOTF.

Control should favor centralized planning and direction and decentralized execution. Control is exercised from the lowest level that accomplishes the required coordination. Considerations for MISO may dictate that control be at high national levels.

Dissemination assets, primarily active and reserve component MIS teams, may be attached in CONUS to deploying units, attached in theater based on mission requirements, or deployed with the JMISTF and remain in support of the entire joint force.

Special operations liaison officers advise and assist partner nation SOF activities and synchronize activities between the host nation and the United States.

Allied SOF Command

NATO's SOF play a pivotal role in the collective defense of the NATO Alliance. Allied Special Operations Forces Command (SOFCOM) was established in 2007 to provide strategic advice to NATO's Supreme Allied Commander Europe (SACEUR); promote SOF development across NATO; and support the NATO mission in Afghanistan by building and enabling capable, interoperable NATO SOF units.

As NATO rebalanced its focus from operations in Iraq and Afghanistan to the collective defense of the Euro-Atlantic, SOFCOM similarly pivoted its mission. Today, SOFCOM supports the development of a ready and interoperable NATO SOF capability. Under SOFCOM's leadership, the SOF of NATO offer the Alliance a strategic advantage that helps to deter adversaries and enables rapid defensive employment should deterrence fail.

As NATO's SOF Theatre Component Command, SOFCOM is an operational headquarters with the ability to command and control forces placed under NATO's authority. Additionally, it serves as the focal point for cohering SOF effects in theater to support Alliance military objectives.

SOFCOM enables the readiness, deployability, integration, and interoperability of NATO SOF by writing policy and doctrine, providing education and training, and ensuring the verification and certification of forces. Through these activities, SOFCOM ensures Allies provide capable SOF units to deter in peacetime and defend in crisis.

SOFCOM is co-located with Supreme Headquarters Allied Powers Europe (SHAPE) in Mons, Belgium, and is commanded by a U.S. three-star general officer with a British Army Brigadier serving as the deputy commander. It falls under the operational command of SACEUR. Twenty-seven NATO member countries and three partners (Austria, Ireland, and NATO-invitee Sweden) are represented among the headquarters staff of more than 200 personnel.

SOFCOM is also home to the NATO Special Operations University (NSOU), located at Chièvres Air Base, Belgium. NSOU provides training and education to build Allies' SOF capabilities, capacity, and interoperability. NSOU enhances the development of capable, credible and durable geographically oriented SOF relationships and structures to achieve NATO's objectives.

Joint Civil-Military Operations Task Force

A joint civil-military operations task force (JCMOTF) is a U.S. joint force organization, similar in organization to a JSOTF or JTF, and is flexible in size and composition depending on mission circumstances. It usually is subordinate to a JTF, but in rare instances and depending on resource availability it could be formed as

a standing organization. A JCMOTF can be formed in theater, in the U.S. (within the limits of the law), or in both locations depending on scope, duration, or sensitivity of the CMO requirement and associated policy considerations.

JFCs are responsible for conducting CMO and may establish a JCMOTF when the scope of CMO requires coordination and activities beyond that which a staff CA representative could accomplish. The JCMOTF will be resourced to meet the JFC's specific CMO requirements (e.g., stability operations). To support the conduct of specific missions, a JCMOTF may have both CF and SOF assigned or attached. By design, the U.S. Army active component CA brigade, U.S. Navy maritime CA group, or Marine Corps CA group organizational structure can provide the operational C2 system structure to form a JCMOTF.

JCMOTF responsibilities typically include:

- Advising the JTF commander on policy, funding, and multinational, foreign, or HN sensitivities and their effect on theater strategy and/or campaign and operational missions.
- Providing C2 or direction of military HN advisory, assessment, planning, and other assistance activities of joint U.S. forces.
- Assisting in establishing U.S. or multinational and military-to-civil links for greater efficiency of cooperative assistance arrangements.
- Performing essential coordination or liaison with HN agencies, country team, UN agencies, and deployed U.S. multinational and HN military forces and supporting logistic organizations.
- Assisting in the planning and conduct of civil information programs to publicize positive results and objectives of military assistance projects to build civil acceptance and support of U.S. operations and promote indigenous capabilities contributing to recovery and economic-social development.
- Planning and conducting joint and combined civil-military operations training exercises.

Naval Special Warfare Task Unit Europe, Greek Underwater Demolition Team, Cypriot Underwater Demolition Team, and the Hellenic Coast Guard execute Visit Board Search and Seizure in Souda Bay, Greece. Source: U.S. Army photo by Thomas Mort

- Advising and assisting in strengthening or stabilizing civil infrastructures and services and otherwise facilitating transition to peacekeeping or consolidation operations and associated hand-off to other USG agencies, international organizations, or HN responsibility.
- Assessing or identifying HN civil support, relief, or funding requirements to the CJTF for transmission to supporting commanders.
- Establishing combat identification standard operating procedures.

An East-Coast-based U.S. Naval Special Warfare Operator hoists down to Ohio-class guided-missile submarine USS Florida from a CV-22 Osprey, assigned to 7th Special Operations Squadron, 352nd Special Operations Wing, during a special operations forces interoperability exercise. Source: U.S. Army photo by Staff Sgt. Brandon Julson

CHAPTER THREE

United States Army Special Operations Forces

UNITED STATES ARMY SPECIAL OPERATIONS COMMAND

United States Army Special Operations Command (USASOC), located at Fort Liberty (formerly Fort Bragg), North Carolina, provides Special Forces (SF), Ranger, special operations aviation, psychological operations (PSYOP), and civil affairs (CA) forces to USSOCOM for deployment to combatant unified commands around the world. USASOC commands active Army Special Operations Forces (ARSOF). It also provides oversight of Army National Guard (ARNG) SOF readiness, organization, training, and employment in coordination with the National Guard Bureau and State Adjutants General. See Figure 3.1.

The Department of the Army established USASOC on 1 December 1989 as an Army Service component command (ASCC) to enhance the readiness of ARSOF. As an ASCC, USASOC reports to the Department of the Army for service guidance.

The command conducts a total of 64 courses and trains more than 16,000 students per year. Courses range from combat skills such as sniper, military freefall, and combat diver to language and warrant officer professional development.

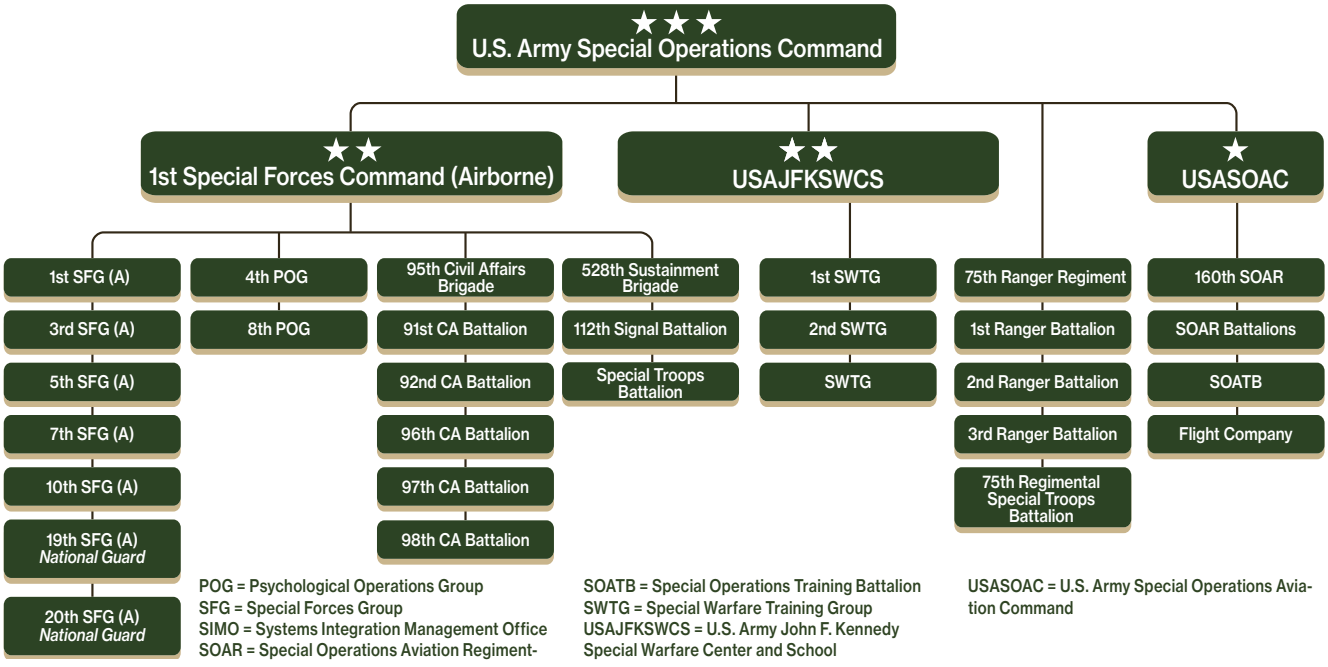


Figure 3.1. U.S. Army Special Operations Command organization

1st Special Forces Command (Airborne)

The establishment of 1st Special Forces Command (Airborne) (1st SFC (A)]) consolidates all special warfare elements within USASOC under a singular, two-star HQ. The force structure redesign includes all elements within the SF Regiment, the active component units of the Psychological Operations Regiment, the 95th Civil Affairs Brigade (CA BDE), and the 528th Sustainment Brigade (SB), and focuses on organizing, training, equipping, validating, and deploying regionally-expert, campaign-capable special warfare elements in support of the TSOCs, joint force commanders (JFCs), U.S. ambassadors, and other government agencies. 1st SFC (A) is enabled by the consolidation of the PSYOP Command and U.S. Army Special Forces Command (Airborne) (USASFC [A]) to streamline the SOF enterprise to better fulfill TSOC commander requirements.

SF operations are characterized by their strategic and operational implications. Unique SF skills in language qualification, regional orientation, cultural awareness, and interpersonal relations are key to the successes experienced by SF units in the field. SF operations require flexible and versatile forces that can function effectively in diverse and complex environments. Examples include counternarcotics operations in Latin America, support of Operation ENDURING FREEDOM in Afghanistan and Operation IRAQI FREEDOM, joint commission observers in Bosnia, humanitarian mine action initiatives, joint combined exchange training (JCET) initiatives worldwide, and training foreign military forces in peacetime operations.

Blending their skills and expertise enables SF soldiers to navigate in ambiguous environments that affect the political, social, religious, and humanitarian aspects of today's uncertain environment.

1st Special Forces Command (Airborne) Priorities

1st SFC (A) has five priority efforts that will set conditions for the command to be successful as the Nation's primary force for competition against our adversaries.

Information Warfare Center

The Information Warfare Center (IWC) is a CONUS-based, operationally-focused standing task force designed to support GCCs, TSOCs, and JIIM partners to identify, expose, exploit, and disrupt adversary influence campaigns. The IWC integrates cross-functional capabilities from psychological operations, intelligence, cyber, information operations, and other information-related capabilities to mass effects against global competitors in the information environment.

Special Operations Joint Task Force Contingency

1st SFC (A) establishes a Special Operations Joint Task Force Contingency (SOJTF-C) to act as a convergence headquarters at echelon above brigade, which provides expeditionary campaigning in times of crisis and conflict, enabling mission command for Joint SOF. 1st SFC (A) forms the core of the SOJTF-C and sets the conditions necessary to seize the initiative and retain freedom of action for the Joint Force. The SOJTF-C creates synergy across all domains to converge combat power, including ARSOF cross-functional teams at echelon, to disrupt and defeat the physical, virtual, and cognitive cohesion of the adversary.

Cross Functional Teams

1st SFC (A) Cross Functional Teams (CFT) provide SOF with its competitive advantage.

CFTs at all echelons combine the unique capabilities of Civil Affairs, Psychological Operations, Special Forces, and enablers to rapidly integrate multi-domain capabilities that create layered options across time and space.

Hard Target Defeat Companies

1st SFC (A) develops and provides Hard Target Defeat Companies that are empowered, equipped, and networked to support high-end Partners and Allies across the spectrum of special operations. These hyper-enabled teams are uniquely organized to counter near-peer adversaries by simultaneously layering multi-domain capabilities at echelon to impose costs on them. They operate with regional partners to defeat hard targets in sensitive and constricted environments, and enable the Joint Force to achieve overmatch.

Army SOF Training Center

The Army SOF Training Center (ARSOF-TC) is the premiere warfighting training venue for ARSOF. It is a scalable, flexible venue to test, train, certify, and validate units against a variety of contingencies and missions.

Using ARSOF-TC as a base of operations, 1st SFC (A) executes realistic, challenging training scenarios from decentralized locations to replicate geographic dispersion and operational reach back and enable mission command. 1st SFC (A) invests in infrastructure and scenario development to enable training in a multi-domain environment including space, cyber, and EW.

Special Forces Regiment

TASKS. SF soldiers are carefully selected, specially trained, and capable of extended operations in extremely remote and hostile territory. They train to perform nine principal tasks: unconventional warfare (UW), foreign internal defense (FID), security force assistance, counterinsurgency (COIN), direct action (DA), special reconnaissance (SR), counterterrorism (CT), counterproliferation, and preparation of the environment.

While SF soldiers can perform all of these missions, an increasing emphasis is being placed on UW and coalition warfare and support. UW encompasses a broad spectrum of military and paramilitary operations, normally of long duration, predominantly conducted by indigenous or surrogate forces that are organized, trained, equipped, supported, and directed in varying degrees by an external source. It includes guerrilla warfare and other offensive low-visibility or clandestine operations, as well as the indirect activities of subversion, sabotage, intelligence activities, and evasion and escape.

Coalition warfare and support draws upon the SF soldier's maturity, military skills, language skills, and cultural awareness. It ensures the ability of a wide variety of foreign troops to work together effectively in a wide variety of military exercises or operations, such as Operation DESERT STORM.

ORGANIZATION. The command, through the SF Regiment, exercises command and control (C2) over five active component Special Forces groups (SFG) and two ARNG groups. Additionally, USASFC exercises training oversight of two ARNG groups. See Figure 3.2.

Each group is regionally oriented to support one of the geographic combatant commands (GCCs). SF are U.S. Army forces organized, trained, and equipped to conduct special operations with an emphasis on UW capabilities. SF is a unique, unconventional, combat arms organization. These forces are highly trained and experienced professionals with an extraordinary degree of versatility. They can plan and conduct special operations across the full range of military operations. Their tactical actions may often have strategic or operational effects. USASFC comprises the largest combat force under USASOC. SFG locations are as follows:

- 1st SFG (A): Three battalions at Joint Base Lewis-McChord, Washington; one battalion in Okinawa, Japan
- 3rd SFG (A): Four battalions at Fort Liberty, North Carolina
- 5th SFG (A): Four battalions at Fort Campbell, Kentucky
- 7th SFG (A): Four battalions at Camp Bull Simmons, Florida
- 10th SFG (A): Three battalions at Fort Carson, Colorado; one battalion in Stuttgart, Germany
- 19th SFG (A): Camp Williams, Utah
- 20th SFG (A): Birmingham, Alabama

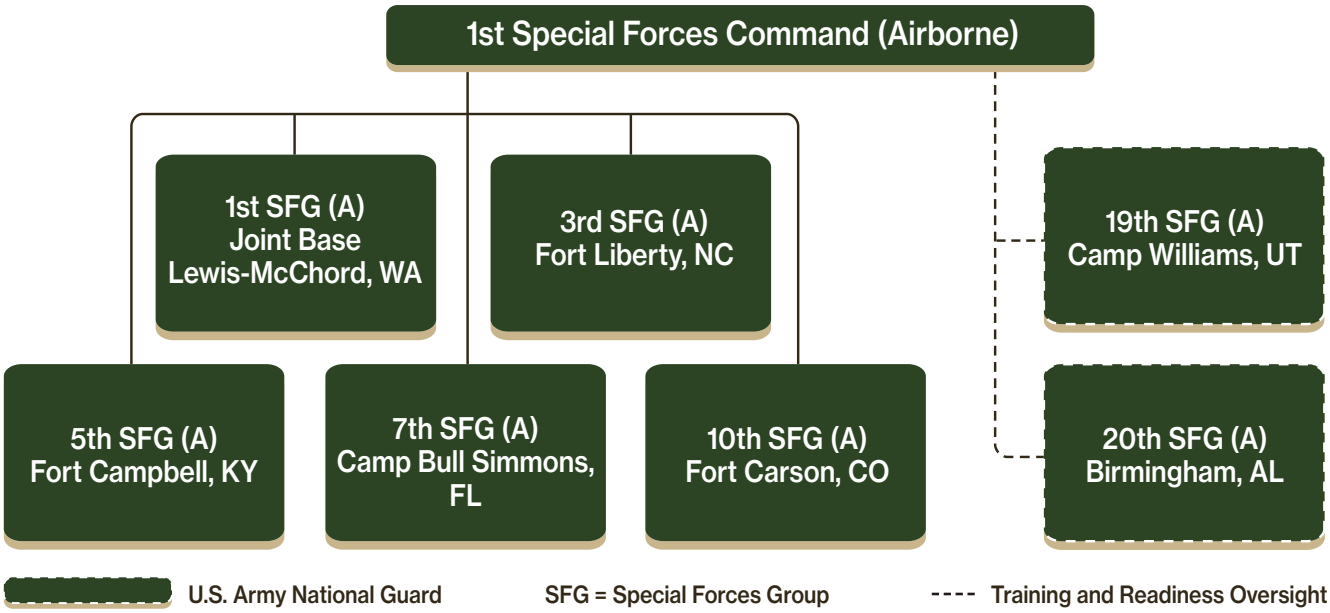


Figure 3.2. United States Army Special Forces Regimental Command structure

Special Forces Groups

TASKS. Special Forces groups plan and support special operations in any operational environment in peace, conflict, and war as directed by the President and/or the Secretary of Defense (SecDef).

ORGANIZATION. An SFG is composed of one headquarters and headquarters company (HHC), one group support battalion (GSB), and four SF battalions. See Figure 3.3. The SFG is the largest combat element of ARSOF, and all assigned personnel are airborne qualified.

The SFG is an extremely flexible organization designed to have self-contained C2 and support elements for long-duration missions. Because of this, it has the capability to form the nucleus of the special operations task force (SOTF) or a joint special operations task force (JSOTF). If augmented, an SFG may exercise operational control (OPCON) of conventional forces (CF) units.

CAPABILITIES. SFGs do the following:

- C2 SF battalions and support elements
- Function as an SOTF or JSOTF when augmented by resources from other services
- Establish, operate, and support four SOTFs
- Train and prepare operational elements for deployment
- Infiltrate and exfiltrate specified operational areas by air, land, and sea

Special Forces Group Support Battalion

The multifunctional Special Forces GSB provides logistical support to SF groups and attached units, and it ties together the entire sustainment spectrum of supplies, maintenance, and services.

The GSB commander is the group commander's senior battle logistician and serves as the single logistics operator for support to the group. This concept allows the group commander and his staff to focus on the war while the GSB commander executes the group commander's concept of logistical support. Much like the SF warrior, the GSB logistician is a dedicated professional logistician whose primary focus is "sustaining the SOF warrior."

TASKS. The GSB plans, coordinates, and executes logistical sustainment operations for the SF groups and, when directed, will support forces attached or assigned to a predominantly SF JSOTF. The GSB controls consolidated logistical facilities and activities when the SOTFs and Army

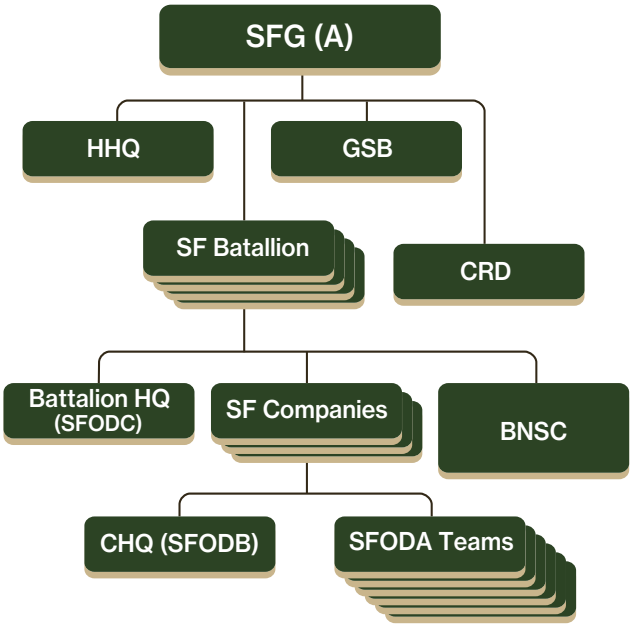


Figure 3.3. Special Forces Group (Airborne) organization

A U.S. Army Special Forces soldier assigned to Combined Joint Special Operations Task Force-Afghanistan provides security during an advising mission in Afghanistan. Source: U.S. Army photo by Spc. Sara Wakai

forward operating bases (FOBs) consolidate sustainment operations. It also augments the resources of the battalion support companies when subordinate battalions establish SOTFs.

The GSB provides common-user and SOF-peculiar logistical direct support for field feeding, fuel, bare-base operations, ammunition, force health protection (FHP), maintenance, limited transportation, aerial delivery, water production, common supplies, chemical decontamination, communication, intelligence, and operations support to the SFG.

The GSB has significantly less force structure and capabilities than a brigade support battalion (BSB). The GSB plans and coordinates logistical operations with the TSOC, sustainment brigade special operations (SBSO), theater sustainment command (TSC), and the ASCC. Logistics replenishment operations conducted by the TSC are critical for sustainment of SOF that are often deployed into isolated, austere, and non-permissive locations. Failure to provide support to SOF places the concept of operations of the JFC at risk of failure. During the early phase of JSOTF operations before TSC forces deploy, the GSB provides C2 of all logistic operations and forces within the area of operations.

The GSB is joint and multinational-capable in that it can accept augmentation of and employ common-user logistics (CUL) assets from other services and nations and integrate their capabilities into a cohesive plan supporting the JSOTF commander's operational concept. With replenishment, the GSB is capable of supporting all the logistical requirements for the SFGs. With augmentation from the TSC or other services and nations, the GSB can integrate their capabilities for CUL support for component forces of the commander, JSOTF. When component forces are assigned to a JSOTF, they will provide their organic support packages for service-specific requirements and CUL support.

The GSB and SF battalion support companies may require Army logistics augmentation to provide support during sustained operations or for a capability not

organic to the SFG. This augmentation may be necessary in the following situations:

- The SOTF and Army FOBs are in undeveloped theaters without established Army theater opening, theater distribution, or area support.
- The SOTF bases and Army FOBs are not established at fixed facilities.
- A high percentage of SF operational detachments (SFODs) are committed simultaneously.

The SFG has the most robust FHP structure of any ARSOF unit. It usually has several physicians and physician assistants assigned at the group and battalion levels. Each Special Forces Operational Detachment A team (SFODA) is authorized two SF medical sergeants. However, similar to other light units, staffing depends on theater or SBSO FHP assets.

ORGANIZATION. The GSB consists of a group service support company (GSSC) and a group support company (GSC). The GSSC is a multifunctional logistics organization consisting of an HQ, sustainment platoon, distribution platoon, field maintenance platoon, and medical platoon. The GSC consists of organic signal, military intelligence, and chemical decontamination detachments. See Figure 3.4. The GSSC functions as the HQ company for the GSC and depends on the HHC SFG for administrative and ministry support.

LIMITATIONS. The GSB is not designed to provide all or even part of the logistics functions listed in the following paragraph. To obtain these services for a prolonged deployment, the GSB must tie into the Army Service Sustainment Command.

A requirement exists to plan for and receive augmentation based on mission, enemy, terrain and weather, troops and support available-time available, and civil (METT-TC) considerations

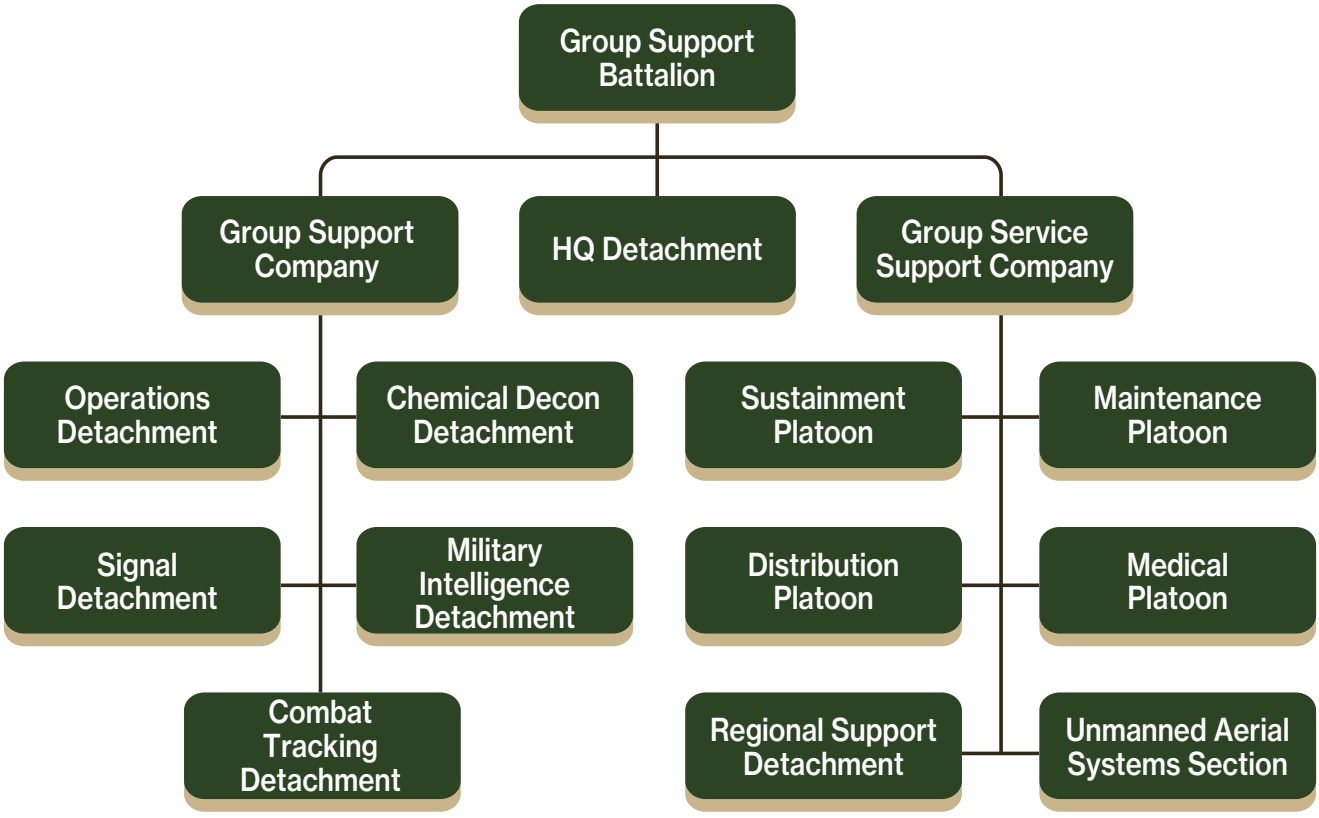


Figure 3.4. Group support battalion organization

to accomplish the assigned mission. Assessing the mission and task organization of the GSB is critical in every mission analysis. Factors and limitations to be considered include:

- Urban areas, dense jungles and forests, steep and rugged terrain, and large water obstacles limiting movement
- No organic mortuary affairs capability for collection, processing, and evacuation without augmentation
- No laundry and bath organic to the SFG—support provided by the SBSO or TSC
- Limited financial management
- Limited Class VIII and IX storage
- Limited capability to reconfigure load—ammunition from echelon above brigade only in strategic or operationally configured loads
- No firefighting capability
- No explosive ordnance disposal organic to the SFG—requires augmentation from the ASCC
- Human resources (HR) other than its own unit S-1 HR operations, relying on the ASCC to provide additional critical wartime personnel support
- Limited legal support to the assigned SFG—augmentation to support all Judge Advocate General functions required
- Limited maintenance backup support to the battalion units
- No organic band support
- No optical fabrication and blood product management support
- No organic aeromedical evacuation support

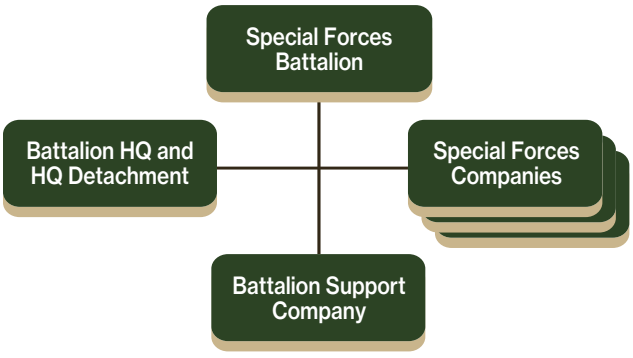


Figure 3.5. Special Forces battalion organization

Special Forces Battalion

The Special Forces battalion is made up of one headquarters detachment, one support company, and three SF companies. See Figure 3.5. There is one SFODA combat diving detachment and one SFODA military freefall detachment per battalion.

PERSONNEL. The headquarters is authorized 12 officers, 1 warrant officer, and 25 enlisted soldiers. The is authorized 4 officers and 75 enlisted soldiers. Each SF company is authorized 8 officers, 7 warrant officers, and 67 enlisted soldiers.

TASKS. SF battalions plan, conduct, and support special operations activities in uncertain, hostile, or permissive operational environments. The battalion headquarters detachment (Special Forces Operational Detachment-Charlie [SFODC]) commands and controls the activities of the battalion and, when deployed, is directly responsible for isolating, launching, controlling, sustaining, recovering, and reconstituting SFODAs.

CAPABILITIES. The battalion's C2 and support elements can function as the HQ for an SOTF when augmented by resources from the SFG. The C2 and support elements can do the following:

- Provide special operations C2 elements to supported conventional HQ and operational elements as directed
- Establish, operate, and support a SOTF and up to three advanced operational bases
- Train and prepare SF teams for deployment
- Direct, support, and sustain deployed SF teams

Battalion Support Company

The SF battalion commander provides C2 for the battalion support company, which is organic and assigned to the battalion. The support company provides routine administrative and logistics support to the battalion headquarters detachment, the company's organic or attached elements, and the SOTF support centers and signal centers. The support company commander oversees all personnel and elements assigned or attached to the company. See Figure 3.6.

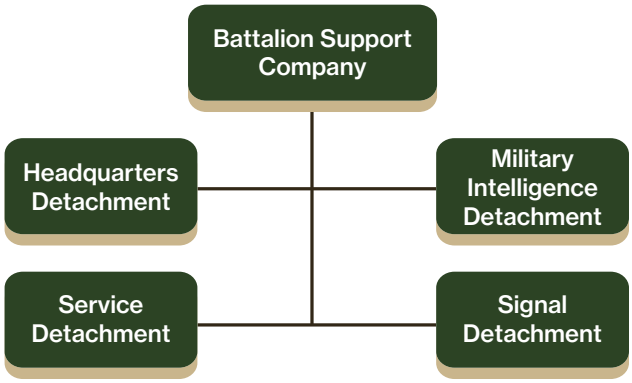


Figure 3.6. Special Forces Group Battalion Support Company organization

Special Forces Company

The SF company plans and conducts special operations activities in permissive, uncertain, or hostile environments. The company headquarters Special Forces Operational Detachment-Bravo (SFODB) is an 11-man team. In garrison, the SFODB commands and controls its own organic SFODAs. The company commander is an experienced SF major. When deployed, the SFODB functions as a separate operational detachment conducting its assigned mission. The mission may require the SFODB to operate separately or to exercise OPCON of a mix of organic and attached SFODAs. See Figure 3.7.

Special Forces Operational Detachment-Alpha

The basic building block of SF operations is the 12-man SFODA, also known as an A detachment or A team. All other SF organizations command, control, and support the SFODA.

TASKS. The primary task of an SFODA is to conduct UW as directed. They also have the capability to perform FID, CT, nonproliferation of weapons of mass destruction, DA, SR, and support of information operations (IO) as directed.

ORGANIZATION. The SFODA consists of two officers: an Army captain and a warrant officer. The senior enlisted member is a master sergeant. There are nine other enlisted team members. When required, the SFODA can operate under the split-team concept making up two six-man teams. See Figure 3.8.

Methods of Infiltration

SF soldiers possess the unique capabilities to infiltrate their target area by land, air, and sea.

Land Infiltration/Exfiltration

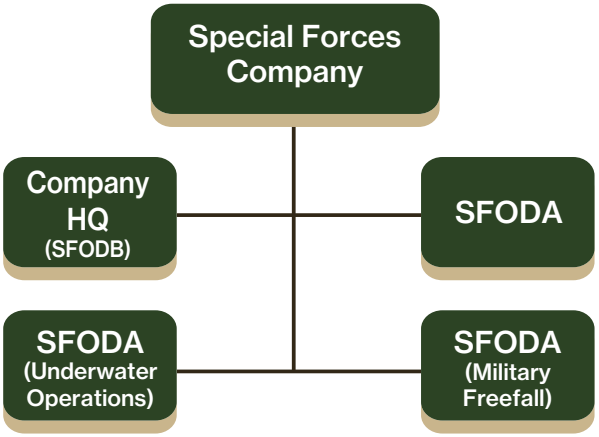
All SFODAs and six support operations teams-alpha per SFG can infiltrate/exfiltrate an operational area by foot. Foot movement limiting factors include terrain, water availability, enemy presence, and soldier load. The SFODAs assigned to 5th SFG (A) and 3rd SFG (A) are trained and equipped to infiltrate/exfiltrate by ground mobility vehicles (GMVs). Selected SFODAs assigned to each group can infiltrate using high altitude/technical mountain techniques. Also, selected SFODAs from 1st SFG (A) and 10th SFG (A) can infiltrate using ski techniques and mobile-over-snow transports.

Air Infiltration (Static-Line Parachute)

SF groups, SF battalions, SF companies, SFODAs, SFODBs, and SFODCs are static-line parachute qualified.

Air Infiltration (Military Freefall)

Nine ODAs per SFG can infiltrate by employing military freefall, high-altitude/low-opening (HALO), or high-altitude/high-opening techniques.



SFODA = Special Forces Operation Detachment Alpha
SFODB = Special Forces Operation Detachment Bravo

Figure 3.7. Special Forces Company organization

Air Infiltration (Fixed-Wing and Vertical-Lift Aircraft)

ODC, ODB, and ODA personnel and equipment can infiltrate via fixed-wing and vertical-lift aircraft. Specific infiltration techniques include airland, rappel, and fast rope. Capabilities are only limited by aircraft capabilities and landing site availability.

Water Infiltration/Exfiltration

All water infiltration techniques may be initiated from surface or subsurface mother craft, dropped by parachute from fixed-wing or vertical-lift craft, or dropped by parachute from fixed-wing or vertical-lift aircraft. Up to six ODAs per SFG can infiltrate or exfiltrate using closed-circuit breathing equipment or SCUBA open-circuit equipment. Nine ODAs per SFG are trained to infiltrate/exfiltrate by combat rubber raiding craft. Twelve ODAs per SFG can infiltrate and exfiltrate by surface swim techniques. Unless specifically identified, the only teams with designated specialty skills are HALO and SCUBA teams. Other special skills, such as combat swim, are based upon the unit's mission essential task list.

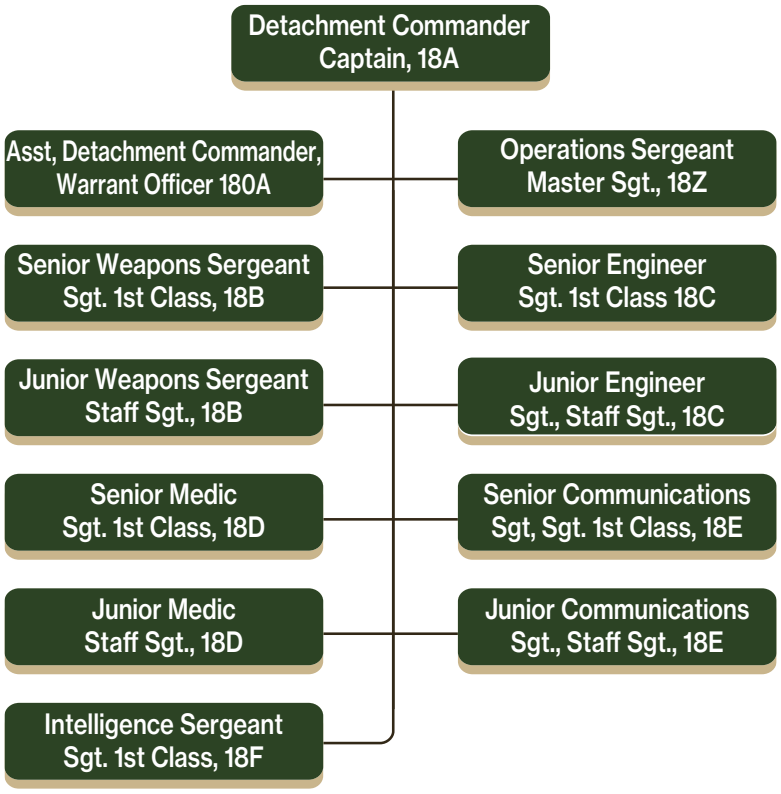


Figure 3.8. Special Forces Operation Detachment Alpha team organization.

Army National Guard-Special Operations Detachment

The ARNG's 19th and 20th Special Forces Groups and seven special operations detachments (SODs) directly support the combatant commands (COCOMs) through USSOCOM. The groups and detachments also report to and support their respective state governors in state-directed operations such as disaster relief.

The National Guard SODs directly support the TSOCs within each of the GCCs and USSOCOM. They provide the nucleus of a combined joint special operations task force and can quickly multiply the theaters' capabilities. The SOD locations and alignments are as follows:

- SOD-A: SOCAFRICA (Special Operations Command Africa), Texas
- SOD-P: SOCPAC (Special Operations Command Pacific), Washington
- SOD-C: SOCCENT (Special Operations Command Central), Florida
- SOD-E: SOCEUR (Special Operations Command Europe), West Virginia
- SOD-S: SOCSOUTH (Special Operations Command South), Mississippi
- SOD-G: HQ USSOCOM, Rhode Island
- SOD-K: SOCKOR (Special Operations Command Korea), California
- SOD-N: SOCNORTH (Special Operations Command North), Colorado
- SOD-O: NATO, Maryland
- SOD-X: JSOC (Joint Special Operations Command), North Carolina

PSYCHOLOGICAL OPERATIONS

ARSOF PSYOP are organized under 1st SFC (A).

Every action has potential psychological impacts that may be leveraged to influence foreign individuals and groups. PSYOP contribute to the success of wartime strategies and are well matched for implementation in stable and pre-conflict environments. PSYOP are applied across the range of military operations. As an influence capability, PSYOP consist of actions executed for psychological effect and messages delivered to selected foreign targets and audiences to achieve desired changes in attitudes and behaviors. PSYOP are also used to establish and reinforce foreign perceptions of U.S. military, political, and economic power credibility, legitimacy, and resolve.

PSYOP are integrated to shape the security environment to promote bilateral cooperation, ease tension, and deter aggression. In peacetime, PSYOP are fully integrated with U.S. ambassador and GCC theater-wide priorities and objectives and are used in conjunction with other U.S. measures to stabilize the region. PSYOP are an ideal means of conveying the intent of the GCC through supporting public diplomacy efforts, whether to foster relations with other nations or to ensure their collaboration to address shared security concerns.

In conflict, PSYOP as a force multiplier can degrade the enemy's relative combat power, reduce civilian interference, minimize collateral damage, and maximize the local populace's support for operations.

Military Information

The use of PSYOP to inform and influence foreign target audiences in support of DOD activities and operations is military information (MILINFO). The MILINFO mission is conducted across the range of military operations. MILINFO enhances operations during peacetime military engagements and is a combat multiplier during major combat operations. PSYOP are planned, integrated, synchronized, and executed as part of operations to defeat the enemy and influence the various target audiences that shape operating environments. Special operations PSYOP forces execute MILINFO while supporting special operations core activities as an integrated capability or as a main effort. When directed, special operations PSYOP forces also can support conventional units during the initial phase of contingencies. These forces can rapidly deploy (within 24 hours) to support crisis and contingency operations.

Interagency/Intergovernmental Support

PSYOP forces conduct the interagency/intergovernmental support (IIS) mission to support interagency and intergovernmental operations and activities. IIS shapes and influences foreign decision making and behaviors in support of U.S. regional objectives, policies, interests, theater military plans, and contingencies. IIS is a special operations PSYOP forces' mission that leverages their regional and language expertise, planning capability, and media knowledge and capabilities. They conduct IIS in support of non-DOD information and public diplomacy efforts to communicate the U.S. narrative and further regional, interagency, partner, and country team initiatives. IIS leverages regional expertise, planning capability, and media knowledge to support non-DOD information efforts to convey the U.S. narrative and further regional and country team initiatives and strategic communication. IIS facilitates non-DOD missions that support the theater campaign plan of the GCCs, defense support to public diplomacy, and Department of State (DOS) programs and activities. Special operations PSYOP forces conduct IIS when operating in foreign countries under the guidance of the American embassy or similar USG entity in association with the U.S. embassy and the HN government in permissive, uncertain, and hostile environments. Execution of this mission by conventional PSYOP forces is constrained both by their limited regional language training as well as Army Reserve mobilization policies that necessitate detailed planning to support

a persistent presence required to establish the relationships within both the supported American Embassy or other government agencies as well as relationships within the HN and partner nation government that are required for successful PSYOP.

Civil Authority Information Support

PSYOP forces execute the civil authority information support (CAIS) mission as part of defense support of civil authorities when DOD information dissemination capabilities are requested by a lead federal agency in support of relief operations in the wake of natural and man-made disasters within the geographical area of the U.S. territories. The CAIS mission strictly consists of advising the commander on the use of PSYOP forces, planning the dissemination of public information for the lead federal agency, and delivering public information approved and provided by the lead federal agency to the local populace in affected areas. By DOD policy and practice, influence activities directed toward U.S. citizens are prohibited. Typically, information delivered during CAIS covers public

Soldiers from 5th Special Forces Group (Airborne) conduct helocast operations. Helocast training increases proficiency of airborne maritime insertion for Special Operations Forces and Army's light infantry units. Source: 101st Combat Aviation Brigade photo by Capt. Edward Benedictus

safety issues and relief efforts and is intended exclusively for those populations affected by the disaster and its related occurrences. Due to what are typically critical needs for timely action, special operations PSYOP units may be directed to deploy initially during relief operations as task-organized CAIS elements to provide direct support to the federal agency.

Studies Programs

The cultural intelligence element is an important source of finished analytical intelligence products that are tailored to the needs of the entire PSYOP force, the GCCs, and the intelligence community. Finished products are primarily intended and designed to support the operational requirements of the combatant commands and of U.S. PSYOP forces worldwide, although they also are used by a variety of other organizations, such as the DOS.

These studies provide combatant commanders with PSYOP perspectives on issues of direct significance to peacetime strategy, joint operation planning, and operational preparations. Action officers may submit intelligence requests and studies on any topic through a combatant command information manager and PSYOP staff officer, respectively. The information manager and PSYOP staff officer will enter such requests into a community online intelligence system and a system for managing intelligence production requirements.

PSYOP studies are unique in format. However, other military intelligence products can contain this type of intelligence information. In general, they profile the salient features of a country or its people; provide an analysis of the influences that lead different social, occupational, and ethnic groups of that country to act as they do; discuss issues that elicit strong responses from the indigenous population; assess attitudes; identify vulnerabilities; and suggest ways and means to influence people.

4th Psychological Operations Group (Airborne)

4th Psychological Operations Group, Airborne (4th POG [A]) trains, equips, validates, and, on order, deploys fully capable forces to combatant commanders, joint SOF, U.S. ambassadors, and other agencies to plan, synchronize, and execute information-related capabilities across the full range of military operations, and, on order, establishes an information warfare task force. See Figure 3.9.

Psychological Operations Battalion (Airborne)

Each Psychological Operations Battalion (POB) trains, equips, and deploys to its assigned AOR to conduct psychological operations, mission command, and other specified information related capabilities to influence foreign target audiences in support of assigned GCC, Joint and Combined Task Forces, U.S. Ambassadors, and other government agencies. On order, establishes a

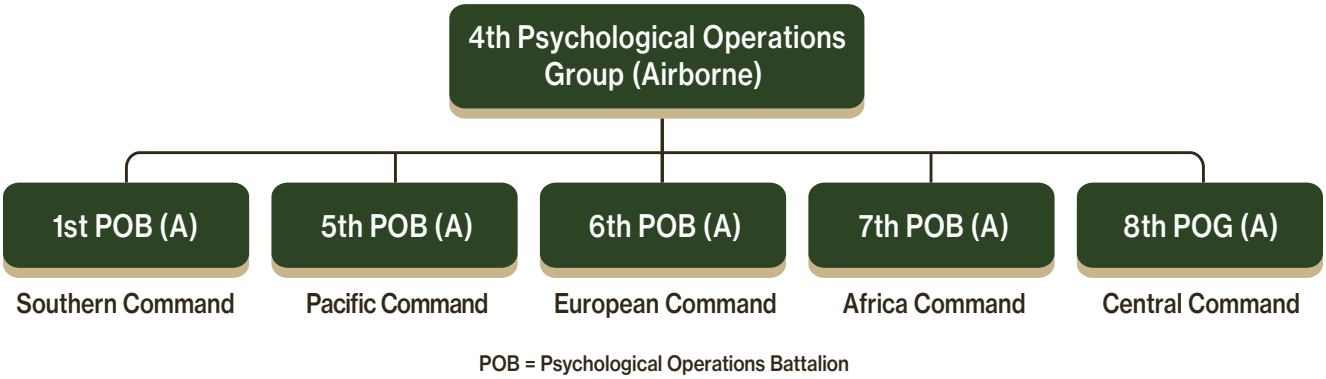


Figure 3.9. 4th Psychological Operations Group (Airborne) organization

Military Information Support Task Force.

- 1st (A)–USSOUTHCOM (Southern Command)
- 5th (A)–USINDOPACOM (Indo-Pacific Command)
- 6th (A)–USEUCOM (European Command)
- 7th (A)–USAFRICOM (Africa Command)
- 8th(A)–USCENTCOM (Central Command)

8th Psychological Operations Group (Airborne)

8th Psychological Operations Group (Airborne) (8th POG [A]) trains, equips, and deploys ARSOF PSYOP forces in order to execute operations, actions, and activities against select foreign target audiences, employ information-related capabilities at the tactical and operational levels, and advance U.S. interests. On order, 8th POG (A) establishes information warfare task forces in support of theater campaign plans and other directed special operations. See Figure 3.10.

3rd Psychological Operations Battalion (Airborne)

3rd Psychological Operations Battalion (POB [A]) organizes, equips, and trains forces to run fixed-site and deployable communications, media production, and dissemination for PSYOP. As directed by USASOC, 3rd PSYOPS BN POB (A) conducts C2 and other specified communications tasks to influence foreign target audiences in support of SOF, other agencies, and units.

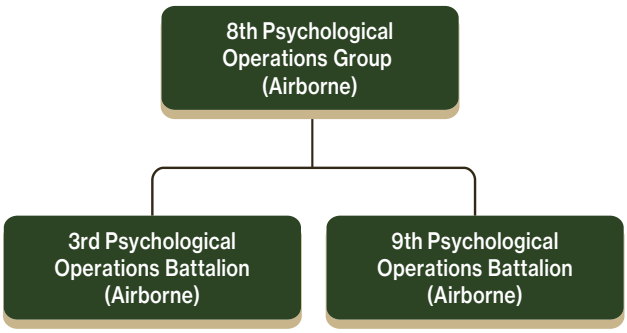

8th Psychological Operations Group (Airborne)
3rd Psychological Operations Battalion (Airborne)
9th Psychological Operations Battalion (Airborne)

Figure 3.10. 8th Psychological Operations Group (Airborne) Organization

9th Psychological Operations Battalion (Airborne)

9th Psychological Operations Battalion (Airborne) (POB [A]) organizes, equips, and collectively trains assigned forces to rapidly deploy worldwide and conduct tactical PSYOP in any environment in support of combatant commanders, TSOCs, joint and combined task forces, and other government agencies as directed by the President and the SecDef.

CIVIL AFFAIRS

MISSION. The mission of CA forces is to engage and influence the civil populace by planning, executing, and transitioning civil affairs operations (CAO) in Army, joint, interagency, and multinational operations to support commanders in engaging the civil component of their operational environment to enhance civil-military operations or other stated U.S. objectives before, during, or after other military operations. CAO are conducted by CA forces, supported by other forces to support the joint force commander's civil-military operations intent, and are synchronized with the supported commander's operational concept.

TASKS. CA forces train to perform five core tasks:

Populace and Resources Control

- Populace and resources control (PRC) seeks to assist HN governments or de facto authorities in maintaining control over their population centers. PRC includes measures that seek to identify, reduce, relocate, or access population resources that may impede or otherwise threaten joint operation success.
- Populace control measures include activities such as registration of the population, provision of identification cards or personal licenses, and establishment and operations of checkpoints. Resources control measures can include animal and vehicle registration, specific controls on markets or food suppliers or producers, and controls on building

materials. The intent is to support the HN in better controlling the resources potentially exploitable by destabilizing elements to ensure those resources are available to the population through legitimate institutions.

- The CA element working in a special operations environment employs PRC measures to assist the legitimate HN and partnered forces in responding to civil vulnerabilities, thereby meeting civil requirements, executing governance, creating influence, and maintaining or expanding legitimacy as part of a comprehensive strategy.

Foreign Humanitarian Assistance

- Foreign humanitarian assistance programs are conducted in support of HN authorities or agencies to relieve or reduce the results of natural or man-made disasters or other endemic conditions that might present a serious threat to life or result in great damage to or loss of property. These activities can be quick impact and short term in nature or support a broader developmental strategy. Because these activities have the longest lasting influence on relevant populations, SOF CA elements must understand the supported command's desired effects and target projects to achieve specific results.

Nation Assistance

- Nation assistance addresses a by, with, and through approach in support of indigenous authorities to build capacity and capability for sustainable stability. FID, JCET events, and partner capacity-building programs serve as venues to assist partnered forces in creating increased capacity and capability in those forces and expanding legitimacy and influence within the relevant populations.

Support to Civil Administrations

- Support to civil administrations (SCA) includes planning, coordinating, advising, or assisting with those activities to reinforce or restore a civil administration. In a special operations environment, SCA also provides supported SOF commanders with the expertise to design activities that enable key leader engagement.

Civil Information Management

- Civil information management (CIM) is the process by which civil information is collected and fused with the supported JSOTF or TSOC commander to ensure timely availability of information for analysis and dissemination to military and nonmilitary partners. CIM is a critical element of the lethal and nonlethal targeting process; it ensures that critical information requirements within the civil domain are collected, analyzed, and shared with the broadest base of partners to ensure short, mid-, and long-term effects and objectives are both linked and achieved. Without the inclusion of civil information into the SOF and interagency targeting processes, only a part of the current operational picture is available for targeting and determining SOF program effectiveness.

A Soldier hands children psychological operations-produced posters as part of influence efforts in Afghanistan. Source: Photo by U.S. Army Sergeant Timothy Kingston

Civil-Military Engagement

While the CA endure across the range of military operations, in a special operations environment, they are conducted with the context of the SOF core activities (e.g., UW, FID, COIN, IO, etc.) and specific special operations CA mission activities (e.g., execution of civil-military engagement [CME]).

a. CME is the USSOCOM program of record for the deployment of CA forces to support TSOC objectives as part of U.S. ambassador and USG strategic goals and objectives in specific countries and regions.

b. Civil-military support elements (CMSEs) are the units of action that conduct civil-military affairs. CMSEs are small, task-organized CA elements intended for persistent civil engagement in priority countries. These teams can be expanded as necessary to support episodic operations as part of TSOC theater campaign plans or U.S. embassy plans. To ensure successful accomplishment of their mission, CMSEs go through a unit-level pre-deployment train-up, tailored to both the specific mission objectives and situational context.

In the 21st century, the role of CA has evolved towards a more proactive approach: establishing and maintaining positive relationships, building indigenous capacities and capabilities for a broad spectrum of governance tasks, identifying key influencers of public opinion to better influence support for indigenous governments, and conducting operations to generate support and legitimacy for USG-supported indigenous governments. All of these activities are part of broader USG efforts to foster indigenously sustainable stability through a comprehensive and population-centric approach to military operations.

U.S. Army Civil Affairs Organization

Until 2006, all Army CA forces were designated as SOF and came under COCOM of USSOCOM. In November 2006, the Reserve Component (RC) CA units were transferred from USSOCOM to U.S. Army Reserve Command (USARC). Concurrent with this action, the RC CA forces were no longer considered SOF. However, USSOCOM retained proponency for all CA, which includes doctrinal development, combat development, and institutional training. All CA units can support both CF and SOF at the tactical, operational, and strategic levels. Since the transfer of RC CA to USARC, however, the non-SOF RC CA forces are more oriented toward supporting other CF, and the SOF active component CA forces are oriented toward supporting other SOF.

While serving in an initial entry role during contingency operations, the 95th CA BDE has the capability to rapidly deploy one of its regionally aligned civil affairs battalions (CA BNs) to meet an initial CA support requirement and then transition that CA support requirement to an RC CA unit as soon as mobilization permits.

95th Civil Affairs Brigade (Airborne)

The 95th Civil Affairs Brigade task is to rapidly deploy regionally focused, initial entry, CA planning teams (CAPTs), civil-military operations centers (CMOCs), CA BNs, and CA companies to plan, enable, shape, and manage CAO in support of a GCC, TSOC, joint force special operations component (JFSOC), corps, division, or brigade combat team (BCT). The 95th Civil CA BDE can also serve as the core of a joint civil-military operations task force. The brigade HQ provides C2 and staff supervision of the operations of the CA brigade and assigned CA BNs or attached units. The 95th CA BDE can support the GCC, the TSOC, the joint force land component commander, or the JFSOC. This HQ is rapidly deployable through various means of infiltration including static-line parachute, providing USASOC with a responsive, flexible, and modular CA force package. See Figure 3.11.

Civil Affairs Battalions

The CA BNs function as the tactical-level CA capability that supports the division, JSOTF, and FOBs. The battalions are regionally focused and support SOF while providing the rapid deployment "bridge" for the division and BCTs until replaced by U.S. Army Reserve CA BNs. See Figure 3.12. The five CA BNs are as follows:

- 91st CA BN—USAFRICOM
- 92nd CA BN—USEUCOM
- 96th CA BN—USCENTCOM
- 97th CA BN—USINDOPACOM
- 98th CA BN—USSOUTHCOM

The 95th CA BDE CA BN rapidly deploys as the initial entry CA force with its CAPTs, CMOCs, CA companies, and civil affairs teams (CATs) to plan, enable, shape, and conduct CAO to support the commander's situational understanding of the civil component and improve overall decision

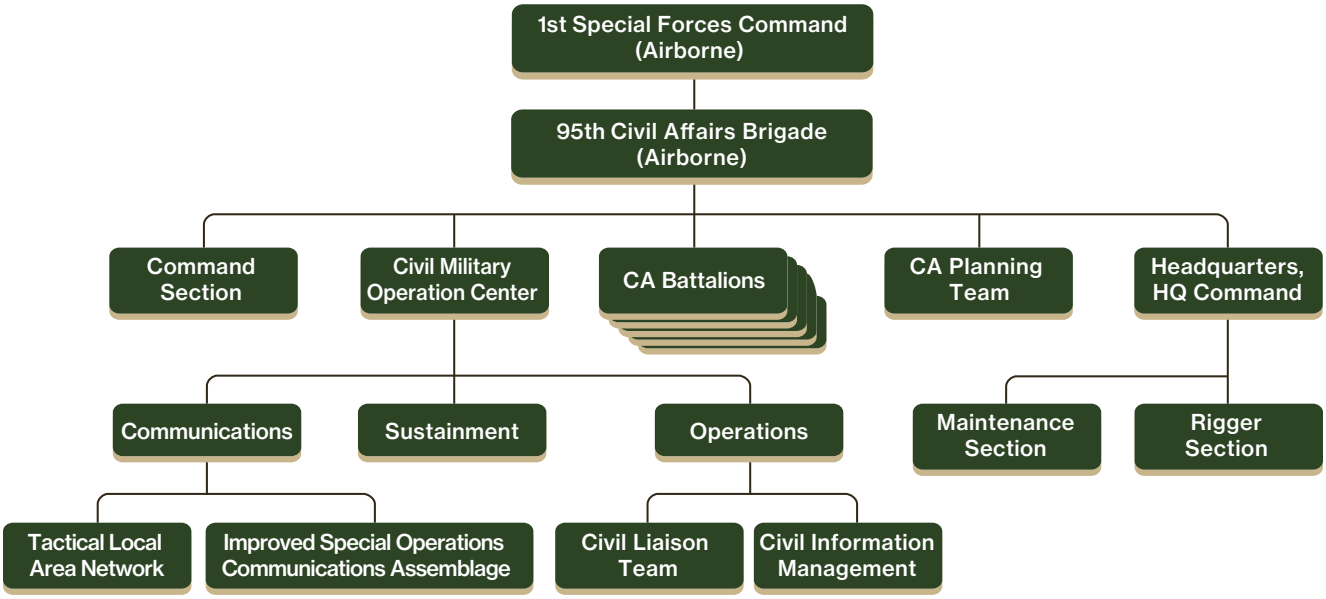


Figure 3.11. 95th Civil Affairs Brigade organization

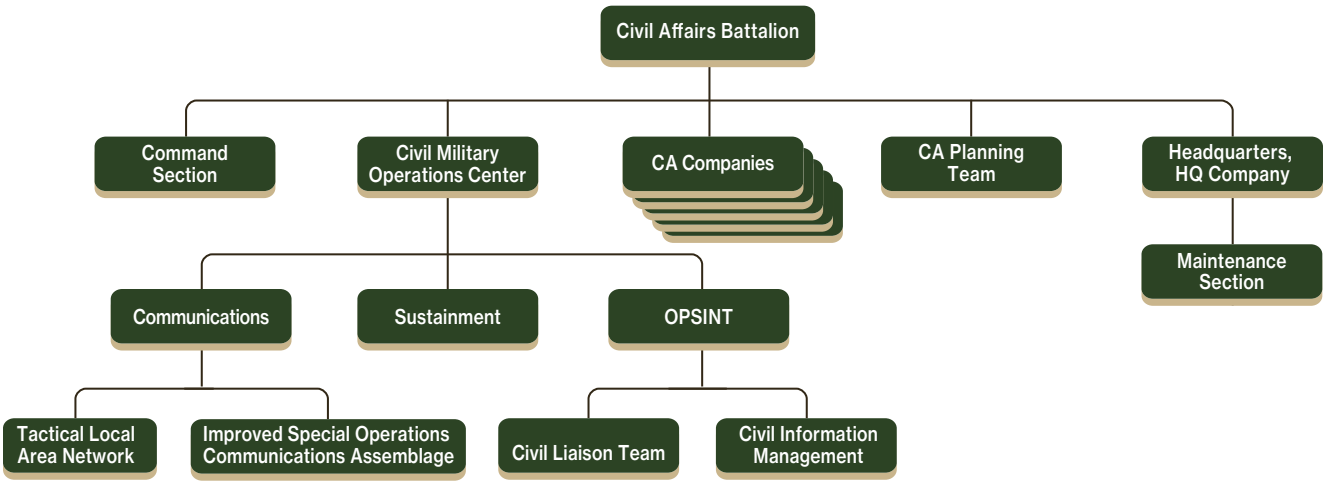


Figure 3.12. Civil Affairs Battalion organization

superiority. The 95th CA BDE CA BN has an HHC, a CAPT, a CMOC capable of providing a civil liaison team (CLT), and four CA line companies, each with a CMOC. Each CA line company can provide C2 to the assigned CATs and can provide planning, coordination, and assessment at the tactical level.

Each CA BN includes five CA companies, each including four CATs and a CMOC, so that each battalion provides 20 CATs and five CMOCs.

Civil Affairs Company

The CA BN has six CA line companies, each with a C2 section, a CMOC, and five CATs. The CMOC provides tactical CA support to include assessment, planning, and coordination. See Figure 3.13. The CA company assesses the mission planning requirements and develops and coordinates the resources to meet immediate requirements to mitigate civil threats to the supported commander's mission.

Civil Affairs Team

The CAT conducts CAO and provides CMO planning and assessment support to tactical maneuver commanders. The CAT conducts civil reconnaissance; conducts key leader engagement by constantly vetting contacts to eventually identify elites within the AOR of the CAT; plans, coordinates, and enables CAO and project management; and provides civil information to the supported unit and CMOC for inclusion of civil inputs to the supported commander's common operational picture.

A CAT is composed of four personnel: the team chief, team sergeant, and two CA noncommissioned officers (NCOs).

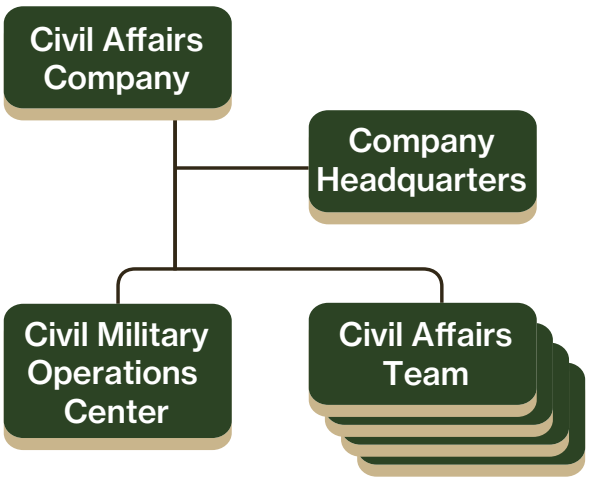


Figure 3.13. 95th Civil Affairs Brigade Civil Affairs Company

528TH SUSTAINMENT BRIGADE, SPECIAL OPERATIONS (AIRBORNE)

The 528th Sustainment Brigade, Special Operations (Airborne) (528th SB [SO] [A]) sets operational-level logistics conditions to enable ARSOF and joint-element missions by providing tailored logistics, signal, medical, and intelligence support to the SOF network. See Figure 3.14.

The brigade provides:

- Expeditionary communications support
- Limited, short-term, and expeditionary role II (care provided at a division or corps clearing station) medical support
- Logistics plans, synchronization, and coordination support

The 528th SB (SO) (A) is unique among sustainment brigades in that it:

- Maintains global situational awareness of deployed ARSOF logistics support structures
- Is multi-composition in structure
- Is focused at the operational level for logistics planning and synchronization
- Deploys as small, modular teams
- Trains, resources, and equips the Army's only special operations signal battalion (112th Signal Battalion)
- Contains three expeditionary medical role II teams to enable ARSOF units to operate with conventional forward surgical teams or other resuscitative surgical teams

MISSION. The 528th SB (SO) (A) sets the operational-level logistics conditions to enable

ARSOF operations.

TASKS. 528th SB (SO) (A) tasks include:

- ARSOF logistics requirements, plans, Army-common logistics, and sustainment in six GCC AORs to support deployed ARSOF and joint/combined SOF where the Army is the executive agent. ARSOF liaison elements (ALEs) accomplish this by working with both the TSOC and ASCC to ensure ARSOF logistics requirements generated by TSOC plans, exercises, and operations are integrated into the ASCC concept of support for the theater.
- Deploy operational-level logistics synchronization capabilities in support

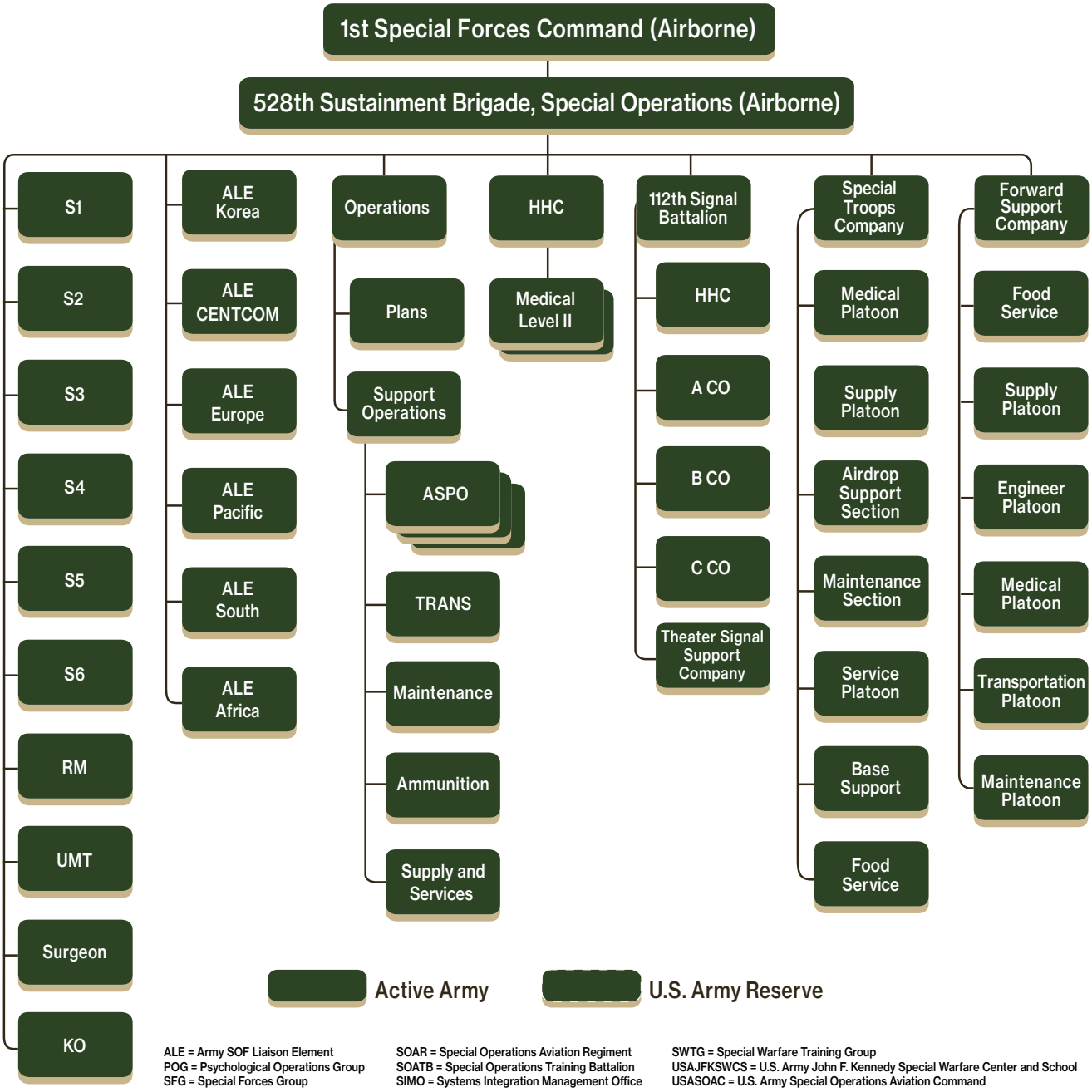


Figure 3.14. 528th Sustainment Brigade, Special Operations (Airborne) organization

of ARSOF-led JSOTFs and SOTFs. The 528th SB (SO) (A) deploys ARSOF support operations (ASPO) cells to co-locate with theater support commands (TSCs) and expeditionary sustainment commands (ESCs) to ensure deployed ARSOF can synchronize ASCC-provided logistics support and SOF-peculiar logistics support to ARSOF units.

- Provide expeditionary, limited, and short-term medical role II capabilities to deployed ARSOF. Role II medical teams assigned to the brigade HHC allow deployed ARSOF to integrate resuscitative surgical teams in support of ARSOF operations.
- Train, resource, and equip the 112th Signal Battalion.
- Deploy a tailored brigade HQ to C2 operational-level logistics in support of ARSOF operations until relieved by ASCC logistics C2 capabilities. The 528th SB (SO) (A) can provide C2 of Army combat sustainment support battalions (CSSBs) operating in support of ARSOF for up to six months.

The 528th Sustainment Brigade, Special Operations (Airborne) sets the operational-level logistics conditions to enable Army SOF operations.

Concept of Employment

The 528th SB (SO) (A) ALEs are stationed with or in close proximity to each TSOC and therefore permanently employed in their specific region.

During ARSOF initial entry operations into a theater, the ALE locates where it can best ensure plans and requirements developed at the TSOC are incorporated into the ASCC's logistical planning. During initial entry operations, the 528th (SO) (A) Operations Division reinforces ALE planning efforts from its home station operations center (HSOC) at Fort Liberty. The operations division may also reinforce ALE efforts in the region by locating operations division personnel forward with the ALE when required.

As the theater matures and conventional theater support units arrive, the 528 SB (SO) (A) may deploy ASPO cells into the joint operational area in support of an ARSOF-based JSOTF or a SOF-based JTF. ASPOs may co-locate with the TSC/ESC, combined-joint special operations task force HQ, GSB, or Ranger support operations detachment where they will synchronize ASCC-provided logistics support to ARSOF units.

During theater expansion, the 528th SB (SO) (A) may be directed to deploy a tailored brigade HQ to C2 operational-level logistics in support of ARSOF operations until relieved by ASCC logistics C2 capabilities.

Not resourced to operate as a stand-alone HQ due to the lack of base-operations mission-capable support personnel, the 528th SB (SO) (A) requires augmentation or activation of its reserve component companies to perform this mission. The organization can conduct 24-hour operations as a logistics integrator for SOF sustainment requirements.

The 528th SB (SO) (A) will deploy with organic personnel and equipment but may also embed logistic planners within supported unit staff cells or theater support staffs. Initially, the 528th SB (SO) (A) may be OPCON to the TSC to establish the unity of command required to achieve the campaign objectives of the JFCs.

If CF are required in theater, the TSC deploys its ESC into the theater of operations to establish C2 of logistic operations theater opening functions and relieves the 528th SB (SO) (A) if deployed. The TSC establishes C2 of logistic operations in the theater and functions as the single operator for theater distribution, synchronizing the flow

of forces and logistics in accordance with the campaign plan and intent of the JFC. When an ESC is deployed, the 528th SB (SO) (A) will deploy an ASPO to co-locate with the ESC to synchronize ASCC-provided logistics support to ARSOF units.

CAPABILITIES. The 528th SB (SO) (A) provides C2 to HHC, SB (SO) (A); the Special Troop Company (A), ARNG; a forward support company (FSC) (A) (ARNG); and the 112th Signal Battalion (SO) (A).

The 528th SB (SO) (A) does the following:

- Provides expeditionary communications support; limited, short-term, and expeditionary role II medical support; and logistics plans, synchronization, and coordination support to ARSOF.
- Deploys rapidly and task organized as required to provide C2 of logistics, Army health support, and communications support to ARSOF.
- Provides ALE support to TSOCs to conduct detailed logistics planning in support of ARSOF operations. ALE planning capabilities include maintaining a theater Army logistics estimate, identifying SOF logistics requirements, coordinating for resources to enable operational requirements, assisting the TSOC in the development of a concept of support, and coordinating through the 528th SB (SO) (A) HSOC for SOF-peculiar and Title 10 support for ARSOF units.
- Provides, if necessary, C2 for two CSSBs in support of a JTF or JSOTF for up to six months.
- 528th SB (SO) (A) HQ ensures deployed ARSOF combat service support requirements are met by the ASCC, theater, HN, joint, and third-country logistics infrastructures.
- In accordance with proper mobilization standards, mobilizes ARNG soldiers and equipment from the Special Troop Company (Airborne) and FSC to execute the 528th SB (SO) (A) mission. When employed in support of the 528th SB (SO) (A), the ARNG soldiers provide the base operating support capabilities for the 528th SB (SO) (A), such as engineering, base operations, food service and field feeding, communications, maintenance, unit maintenance teams (UMTs), staff augmentation for personnel, and communications. The ARNG FSC is designed to execute tactical-level logistics operations as directed by the SB (SO) (A).

U.S. ARMY JOHN F. KENNEDY SPECIAL WARFARE CENTER AND SCHOOL

The United States Army John F. Kennedy Special Warfare Center and School (USAJFKSWCS) provides the training, personnel, doctrine, and policy to support ARSOF.

USAJFKSWCS serves as the USASOC proponent for all matters pertaining to individual training, develops doctrine and all related individual and collective training material, provides leader development, develops and maintains the proponent training programs and systems, and provides entry-level and advanced individual training and education for SF, CA, and PSYOP.

TASKS. USAJFKSWCS recruits, trains, and educates U.S. Army SF, PSYOP, and CA soldiers. USAJFKSWCS provides training in advanced skills as required. It supports ARSOF to conduct operations worldwide and across the USSOCOM core functions by providing superior training, relevant doctrine, effective career management policy, and the highest quality soldiers to man the Army's premier special operations fighting forces.

ORGANIZATION. USAJFKSWCS is a direct reporting unit to USASOC and has a close working relationship with U.S. Army Training and Doctrine Command as the special operations center of excellence. USAJFKSWCS also works closely with the special operations recruiting battalion, which is responsible for recruiting soldiers from within the Army for the CA, PSYOP, and SF regiments. USAJFKSWCS is composed of the HQ; the center, which consists of one directorate; and the school, which

consists of five training units. See Figure 3.15.

1st Special Warfare Training Group (Airborne)

The 1st Special Warfare Training Group (Airborne) (SWTG [A]) develops U.S. Army SF, CA, and PSYOP soldiers by providing superior entry-level through advanced training and education. The SWTG (A) serves as the center of gravity for SOF institutional training, ensuring that the special operators with the best capabilities are available to produce a full-spectrum special operations force prepared to work independently or as part of a combined, joint, interagency effort through or with indigenous partner forces to address the diverse range of threats posed by an uncertain twenty-first century environment.

The 1st SWTG (A) is made up of four training battalions (TBNs) and one support battalion. The 1st Battalion trains entry- level SF soldiers to succeed in combat on an SFODA. The 3rd Battalion trains and educates Army officers, NCOs, and advanced individual training soldiers in CAO. Utilizing the instructor ODAs (IODAs) and ODBs, 4th Battalion trains, advises, manages, counsels, and provides mentorship to all assigned students (U.S. and foreign) in the Special Forces Qualification Course (SFQC) to produce expertly trained and well-prepared SF soldiers. The 5th Battalion trains and educates Army officers, NCOs, and advanced individual training soldiers in MILINFO support. The support battalion sustains the training force through the forecast and management of eight fundamental commodities consisting of communication and electronics, armament, aerial delivery, transportation, food service, publications, and facilities.

2nd Special Warfare Training Group (Airborne)

2nd SWTG (A) (formerly Special Warfare Education Group) provides world-class advanced skills, foundational education, and holistic human development to provide our nation with highly innovative and adaptive SOF capable of operating with and through indigenous forces, wielding influence, precision targeting, and crisis response.

2nd SWTG (A) comprises an HQ company, two TBNs, and three directorates: language, regional

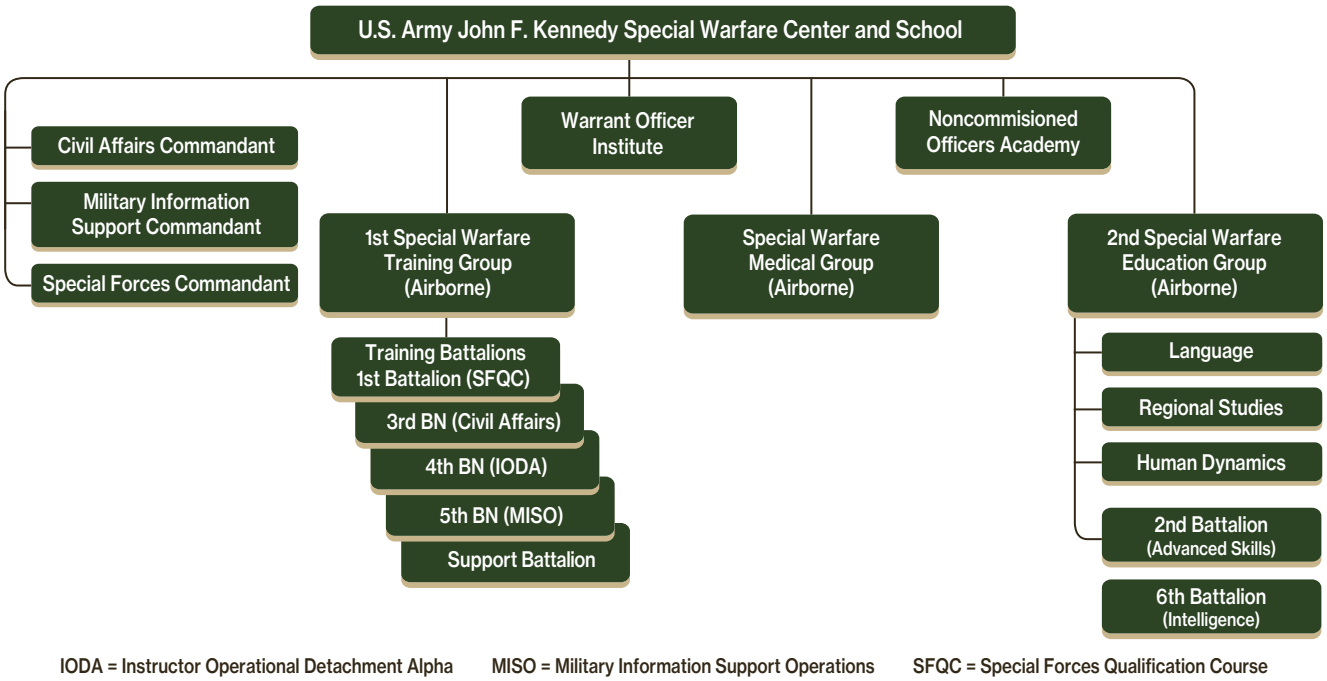

U.S. Army John F. Kennedy Special Warfare Center and School
Civil Affairs Commandant
Military Information Support Commandant
Special Forces Commandant
Warrant Officer Institute
Noncommisioned Officers Academy
1st Special Warfare Training Group (Airborne)
Special Warfare Medical Group (Airborne)
2nd Special Warfare Education Group (Airborne)
Training Battalions 1st Battalion (SFQC)
3rd BN (Civil Affairs)
4th BN (IODA)
5th BN (MISO)
Support Battalion
Language
Regional Studies
Human Dynamics
2nd Battalion (Advanced Skills)
6th Battalion (Intelligence)
IODA = Instructor Operational Detachment Alpha
MISO = Military Information Support Operations
SFQC = Special Forces Qualification Course

Figure 3.15. United States Army John F. Kennedy Special Warfare Center and School organization

expertise, and culture; human development; and ARSOF Captains Career Course.

2nd Battalion, 2nd SWTG (A), executes advanced tactical skills training in order to provide USASOC and select joint, interagency, and multinational personnel with infiltration, precision targeting, and crisis-response capabilities to conduct worldwide special operations.

6th Battalion, 2nd SWTG (A), trains and educates joint SOF and interagency personnel in advanced operational skills to provide organic capabilities to address evolving threats in complex and ambiguous environments in support of multi-domain operations.

Language, regional expertise, and culture creates life-long learning, cross-cultural ARSOF engagers with foundational regional understanding who wield influence and accomplish missions globally.

The language department provides basic language instruction for all the special operations qualification courses in 14 core languages (Spanish, French, Indonesian, Thai, Tagalog, Korean, Chinese, Japanese, Russian, Dari, Pashto, Arabic, Persian-Farsi, and Urdu). The language department also provides language sustainment and enhancement programs throughout the careers of ARSOF soldiers.

Green berets lined up on a table are waiting to be presented to Soldiers assigned to the U.S. Army John F. Kennedy Special Warfare Center and School during a Regimental First Formation at Fort Liberty, North Carolina. Source: U.S. Army photo by K. Kassens

A Human Development Directorate integrates, innovates, implements, and communicates holistic human development activities to provide force capability by developing ethical, self-aware, self-regulated, and adaptable ARSOF warriors capable of thriving in any environment.

The ARSOF Captains' Career Course develops military analysis and problem solving, communication, and teamwork in recently selected CA, psychological operations, and SF officers, while broadening their understanding of Army operations, organizations, and procedures.

1st Special Warfare Medical Group (Airborne)

The Special Warfare Medical Group (Airborne), in association with the Naval Special Operations Medical Institute, makes up the Joint Special Operations Medical Training Center (JSOMTC). The JSOMTC educates and trains the full spectrum of USSOCOM combat medics through superior teaching and instruction based on educational goals and curriculum development that is synchronized with the requirements of the Force. The JSOMTC creates well-educated and professionally trained SOF combat medics with a solid understanding of the knowledge and skills required by the Force to provide standard-of-care medical treatment regardless of the conditions. This ensures they have a thorough foundation in medicine, which fosters a career of life-long learning to adapt to ever-changing medical challenges posed by an uncertain operational environment.

Special Forces Warrant Officer Institute

The Special Forces Warrant Officer Institute is an adaptive and collaborative learning institution that provides the most current and relevant professional military education (PME) for SF warrant officers at every level of their career in support of operational requirements. The Special Forces Warrant Officer Institute supports all lifelong learning requirements of both warrant officer candidates and senior warrant officers in

the 180A military occupational specialty (MOS). The institute educates, mentors, trains, and appoints warrant officer candidates to the grade of Warrant Officer 1, as well as provides education and training to senior warrant officers at key points in their career. The institute produces highly capable combat leaders and innovative planners capable of planning and executing SF missions.

David K. Thuma Noncommissioned Officer Academy

The Noncommissioned Officer Academy serves as USAJFKSWCS's premier generating force for implementing and assisting with design and development for the Warrior Leader and Advanced and Senior Leader courses, ensuring the highest quality of training, education, and professional development for all special operations NCOs.

Branch Proponent Offices (CA, PSYOP, and SF)

The new branch proponent commandants offices were built using as a base the former Directorate of Training and Doctrine (DOTD) doctrine divisions and the integration of the branch sections from the former Training Development Division and from the Directorate of Personnel Proponency. Each commandant proponent office is responsible for its branch's force modernization, which consists of personnel, doctrine, and training development. Each of the commandants also conducts analysis, design, development, and internal evaluation for CA, PSYOP, and SF officer and enlisted institutional individual training and education in support of USAJFKSWCS's proponent responsibilities.

Directorate of Training and Doctrine

The DOTD develops doctrine, training, leadership, education, and personnel for ARSOF. DOTD integrates these activities with remaining doctrine, organization, training, materiel, leadership and education, personnel, and facilities functions to provide Army and joint force commanders with professionally

U.S. Air Force Staff Sgt. Nathan Shelton from the 18th Component Maintenance Squadron guards his fire team's retreat during a break contact combat exercise as part of a multi-day training event at the Jungle Warfare Training Center, Camp Gonsalves, Japan. Team Kadena Airmen from the 18th Wing were invited by 1st Battalion, 1st Special Forces Group (Airborne), to broaden their deployment readiness capability in a joint environment. Source: U.S. Air Force photo by Staff Sgt. Peter Reft

trained, well-educated special operations soldiers capable of succeeding in all environments. DOTD ensures ARSOF are prepared for future tasks and evolve into organizations that remain relevant and capable of conducting special operations missions unilaterally; with conventional or indigenous forces; or in a joint, interagency, intergovernmental, or multinational environment.

Training, Leader Development, and Education

Training, leader development, and education has three major functions: ARSOF-common PME support across the lifelong learning model for officers, warrant officers, and noncommissioned officers; training capabilities management, which is focused on distributive learning, computer-based instruction, and the virtual mission rehearsal tool suites; and the Training Management Office.

The Academic Affairs and Education Department supports ARSOF personnel in attaining their associate's, bachelor's, master's, or doctoral degrees. The department also provides instructor training and certification through the Special Operations Instructors courses as well as conducting PME programs through the Captain's Career Course and the Pre-Command Course. Contact an education counselor for additional information.

Combined Arms Center Special Operations Forces Directorate

The mission of the Combined Arms Center (CAC) SOF Directorate is to facilitate collaboration, integration, interoperability, and interdependence of ARSOF at the CAC in the areas of leader development and education, individual and collective training and education, doctrine development, future concepts, and lessons learned. The CAC SOF Directorate manages ARSOF assigned to the CAC and its subordinate organizations at Fort Leavenworth, Kansas, to meet requirements as prioritized by the USASOC commanding general and the CAC commanding general. The CAC SOF Directorate serves as the liaison element between the CAC, USASOC, USAJFKSWCS, and 1st SFC (A) (P). The CAC SOF directorate does the following:

- Provides liaison and ARSOF subject-matter expertise support to the CAC HQ, Mission Command Center of Excellence, CAC leader development and education, and CAC training to promote a greater understanding of ARSOF.
- Facilitates and synchronizes Army and special operations collaboration, integration, interoperability, and interdependence into PME across Army schools and centers.
- Serves as the talent manager of ARSOF assigned to CAC and its major subordinate organizations by task organizing available personnel to meet the requirements as prioritized by the commanding generals of USASOC and CAC.
- Serves as the liaison element between the CAC and USASOC, USAJFKSWCS, and 1st SFC (A), providing visibility and situational awareness to the Army.
- Provides situational awareness to USASOC, USAJFKSWCS, and 1st SFC (A) on CAC and Army issues that affect SOF.

A U.S. Army Ranger from E Company, 2nd Battalion, 75th Ranger Regiment, fires a .50-caliber machine gun mounted on a Stryker M1126 Infantry Carrier Vehicle during a live fire range. Source: U.S. Army photo by Pfc. Nathaniel Newkirk

75TH RANGER REGIMENT

General Raymond T. Odierno's charter to the 75th Ranger Regiment identifies the Regiment as the most elite infantry force in the world and the Army's premier special operations raid force. Since 2006, the 75th Ranger Regiment command structure has consisted of Ranger battalions, a regimental special troops battalion (RSTB), and a regimental HQ. Elements of the regiment have been continuously deployed in support of contingency operations in multiple theaters since October 2001.

MISSION. The 75th Ranger Regiment plans and conducts joint special military operations in support of U.S. policy and objectives. Its primary mission is to conduct forcible entry operations in hostile or sensitive environments worldwide. Its secondary mission is to conduct special operations raids on key targets of operational or strategic importance to capture high value individuals, destroy enemy nodes or facilities, or recover designated personnel or equipment. Its tertiary mission is to conduct platoon- to regiment-sized offensive infantry operations.

A typical Ranger mission may involve seizing an airfield from which to launch raids on high-value targets or extract isolated personnel or other precious cargo out of the area of operation. Once secured, follow-on conventional airland or airborne forces may be introduced into the theater to relieve the Ranger forces so that they may conduct future special operations.

ORGANIZATION. The 75th Ranger Regiment, headquartered at Fort Moore (formerly Fort Benning), Georgia, is composed of four Ranger battalions and is the premier light-infantry unit of the U.S. Army. The Regiment's four Ranger battalions are geographically dispersed. See Figure 3.16.

Their locations are as follows:

- 1st Battalion, 75th Ranger Regiment—Hunter Army Airfield, Georgia
- 2nd Battalion, 75th Ranger Regiment—Joint Base Lewis-McChord, Washington
- 3rd Battalion, 75th Ranger Regiment—Fort Moore, Georgia
- 75th Regimental Special Troops Battalion—75th Ranger Regiment, Fort Moore, Georgia

Regimental HQ

The HQ consists of the command group, normal staff positions S-1 through S-6 and S-8, a fire support element (FSE), special staff, a medical section, and a company HQ. Additionally, the Regiment has the capability of deploying a planning team consisting of experienced Ranger operations, intelligence, fire support, communications, and logistics planners. The planning team can deploy on short notice with USASOC approval to TSOCs to plan Ranger operations during crisis action planning for contingency operations.

75th Regimental Special Troops Battalion

The RSTB consists of a reconnaissance company, a communications company, an intelligence company, and an operations company. See Figure 3.17. Assets within the RSTB can deploy in support of individual Ranger battalions or as a whole to support regimental operations.

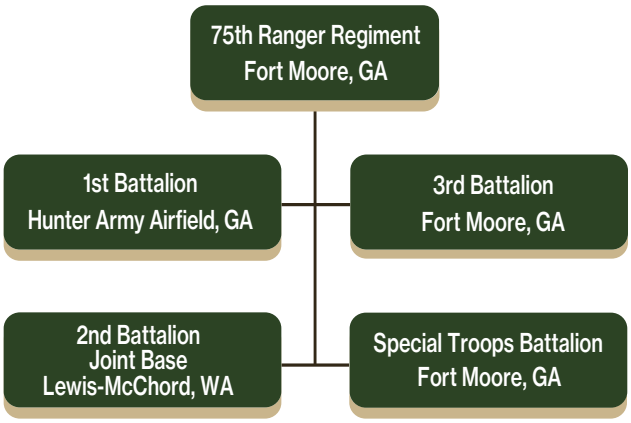


Figure 3.16. 75th Ranger Regiment organization

Ranger Rifle Battalions

There are three identical Ranger rifle battalions subordinate to the 75th Ranger Regiment. Each is composed of an HHC, four rifle companies, and a support company. See Figure 3.18.

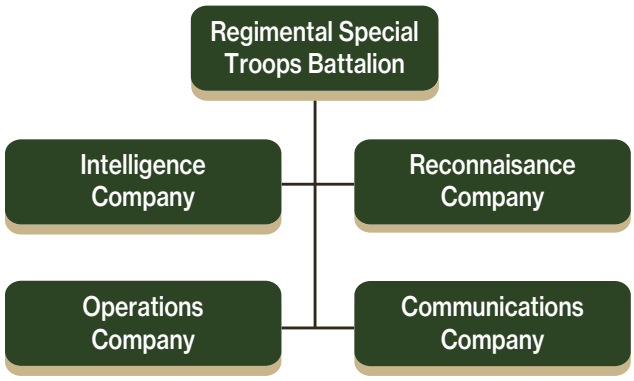


Figure 3.17. Regimental Special Troops Battalion organization

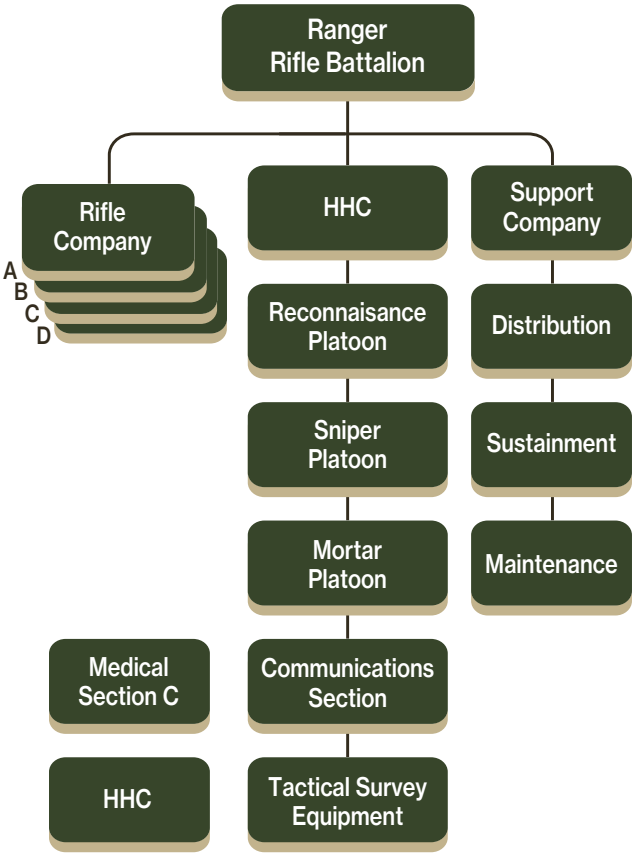


Figure 3.18. Ranger Rifle Battalion organization

Battalion HHC

The battalion HHC also has a sniper platoon, mortar platoon, reconnaissance platoon, medical section, communications section, K9 (dog) section, and a tactical surveillance equipment section.

The sniper platoon is organized into an HQ section and two sections of six two-man sniper teams each. These snipers are highly proficient marksmen trained to employ the M24 sniper weapon system, Barrett .50 caliber rifle, and the SR25 sniper rifle—all of which are night capable.

The battalion mortar platoon is organized into an HQ section, a fire direction control section, and two sections of two mortar squads each. The platoon has the 60-mm, 81-mm, and 120-mm mortar systems. Mortars are issued and employed based upon METT-TC considerations. The mortar platoon can operate split-section or at platoon level.

Support Company

Each Ranger battalion has a Ranger support company (E Company) that provides distribution, maintenance, and sustainment capabilities for all classes of supply. This element provides the battalion the ability to operate independently for prolonged periods of time and integrate with supporting command logistic units. This support element is also capable of independently out-loading the battalion and conducting reception, staging, onward movement, and integration upon arrival at a designated location.

Ranger Rifle Companies

There are four rifle companies in each Ranger battalion, and the companies are identically organized. See Figure 3.19. They include:

- Antitank section—three, two-man antitank teams with the 84-mm Carl Gustav Ranger Anti-Armor Weapons System (RAAWS) and the Javelin Antitank Missile as primary weapons
- FSE—an artillery forward observer (MOS 13F) and a radiotelephone operator per platoon

- Company HQ—an artillery fire support officer, fire support NCO, and fire support specialist
- Medical section—one medical NCO (MOS 68W) per company and two medics per platoon
- Rifle platoon—three, seven-man squads and a machine gun squad with three two-man machine gun teams

EQUIPMENT. Each Ranger rifle company has eight GMVs—desert-equipped high mobility, multipurpose, wheeled vehicles. The support companies have a fleet of 5-ton vehicles, two fuelers, recovery vehicles, and maintenance vehicles. Normally, each vehicle mounts an M240G machine gun and either an MK-4 grenade launcher or an M2, .50 caliber machine gun. One of the passengers mans an anti-armor weapon (RAAWS, AT-4, light anti-armor weapon, and Javelin). The Ranger special operations vehicle's main purpose is to provide a mobile, lethal, defensive capability. They are not assault vehicles but are useful in establishing battle positions that provide the Force some standoff capability for a short duration. Each battalion also possesses 10 all-terrain vehicles (ATVs) and eight 80cc minibikes that assist in providing security and mobility during airfield seizures. Most commonly used as runway clearing assets, listening posts/observation posts, or as an economy-of-force screen for early warning, the ATVs and minibikes offer the commander tactical mobility.

COMMAND AND CONTROL. The flexibility of the Ranger force allows it to perform under various command structures. The force can work unilaterally under a corps, as a part of a JSOTF, as a SOTF, or as an Army component in a JTF. Historically, it is common for the Ranger force to conduct forced entry operations as part of a JSOTF, and then become OPCON to a JTF to afford them the capability to conduct special operations DA missions.

CAPABILITIES. Ranger DA operations are short-duration strikes or other small-scale

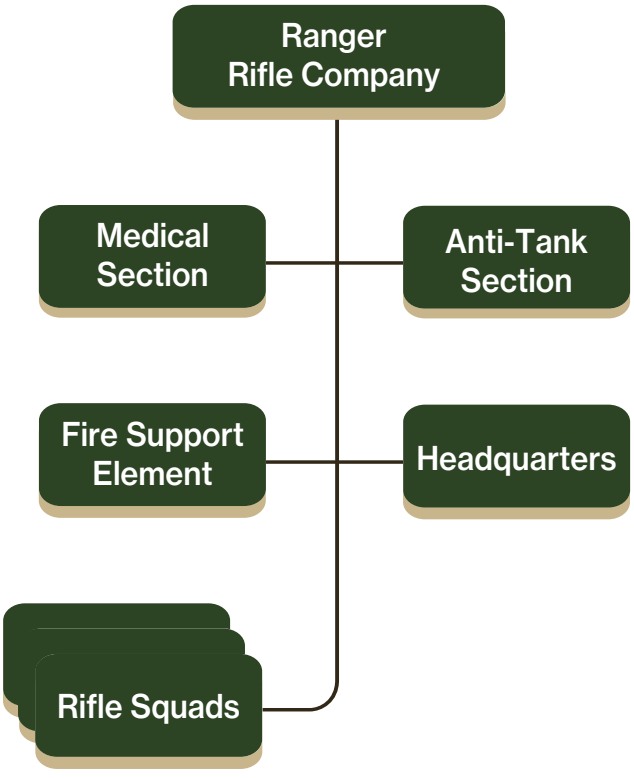


Figure 3.19. Ranger Rifle Company organization

Green Berets with 5th Special Forces Group (Airborne), land prior to overtaking vehicle at Fort Campbell, Kentucky. Source: U.S. Army photo by Sergeant 1st Class Iman Broady-Chin, 5th SFG(A))

U.S. Army Rangers assigned to the 75th Ranger Regiment jump from a 12th Combat Aviation Brigade CH-47 helicopter during a multinational jump with Italian Army Rangers from the 4th Alpini Regiment, in Grafenwoehr, Germany. Source: U.S. Army photo by 1st Lt. Benjamin Haulenbeek

operations to seize, destroy, or capture enemy forces or facilities or to recover designated personnel or equipment in hostile, denied or politically sensitive areas. Such operations include evacuating non-combatants, liberating friendly prisoners of war, and capturing designated enemy personnel. These operations are conducted independently or in support of a campaign plan and often have strategic implications. They may be conducted in coordination with CF but differ from conventional operations in degree of risk, operational techniques, and modes of employment. They rely on undetected insertion and rapid movement to the target if the force is inserted offset from the objective and surprise and shock if the insertion is on the target. Rangers normally operate under conditions of air superiority.

> *Ranger operations are short-duration strikes or other small-scale operations to seize, destroy, or capture enemy forces or facilities or to recover designated personnel or equipment in hostile, denied, or politically sensitive areas.*

The strategic responsiveness of the Ranger force provides the President and/or the SecDef a credible combat capability for protecting selected vital U.S. interests without having to wait for international support or guarantees of non-intervention. The Ranger force is frequently the primary element of ground combat power when the U.S. conducts a forcible entry operation.

During short duration operations, Ranger units require minimal support and are not designed for sustained independent operations beyond approximately five days of continuous combat.

For longer duration combat operations, Ranger units have their own organic support companies capable of integrating with theater support assets to provide logistic support across all classes of supply. During all phases of operations and training, Ranger units require responsive and adequate support, either from theater Army or SOF assets.

LIMITATIONS. Ranger units have a limited anti-armor capability (84mm Carl Gustav and Javelin) and organic indirect fire support assets that include 60-mm, 81-mm, and 120-mm mortars. The only air defense artillery system is the Stinger. Ranger units have limited organic ground mobility assets.

DEPLOYMENT. The 75th Ranger Regiment maintains a high level of unit readiness. The Regiment can deploy one Ranger battalion and a Regimental C2 element within 18 hours of alert notification. It can follow with two additional battalions within 72 hours. The regimental HQ maintains C2 and liaison elements along with communications, reconnaissance, and intelligence teams from the RSTB immediately available for deployment. Higher levels of readiness status can be achieved in response to specific world situations. Deployment options include:

- Deploying directly from home station to the target area.
- Deploying from home station to a continental U.S. or outside the continental U.S. intermediate staging base (ISB) with logistical unit support, then deploying to the target area or to a forward staging base (FSB) from the ISB.
- Deploying from home station to a seaport of embarkation to board a naval vessel, such as an aircraft carrier or other suitable vessel, which serves as an afloat FSB. The vessel transports the Ranger force, along with special operations helicopters, and conducts air assault operations into the target area. Additionally, a Ranger force can link up with an afloat FSB underway via helicopter from a land-based ISB or FSB.

U.S. ARMY SPECIAL OPERATIONS AVIATION COMMAND (AIRBORNE)

The United States Army Special Operations Aviation Command (USASOAC) (Airborne) provides command and control, executive oversight, and resourcing of USASOC's aviation assets and units in support of national security objectives. USASOAC (A) is responsible for service and component interface; training, doctrine, and proponency for Army SOA; system integration and fleet modernization; aviation resource management; material readiness; program management; and ASCC aviation oversight. The USASOAC (A) was provisionally established in March 2011 and officially activated on 1 October 2012. See Figure 3.20.

160th Special Operations Aviation Regiment (Airborne)

The Army owes its modern night-fighting aviation capabilities to the 160th Special Operations Aviation Regiment (Airborne) (SOAR [A]). The 160th SOAR (A) pioneered night flight techniques, shared in the development of equipment, and proved that Night Stalkers Don't Quit—the motto the regiment lives by. The unit began in the summer of 1980 as Task Force 158 with elements of the 158th Aviation Battalion (AvBN), 101st AvBN, 229th AvBN, and the 159th AvBN.

Aviators and support personnel immediately entered into a period of intensive night flying and quickly became the Army's premier night-fighting aviation force. The 160th AvBN was activated as a unit of the 101st Airborne Division (Air Assault) on 16 October 1981 and, with the same attachments that formed its predecessor unit, became Task Force 160. Over the years, the unit has grown to regimental size and has greatly increased its mission capabilities. It routinely provides precision rotary-wing aviation support to joint SOF around the world.

MISSION. The 160th SOAR (A) mission is to organize, man, equip, train, sustain, and employ Army Special Operations Aviation forces worldwide in support of contingency missions and the warfighting GCCs.

ORGANIZATION. The regiment consists of an HHC, four special operations AvBNsaviation battalions, and two Gray Eagle companies. Additionally, table of distribution and allowance documents authorize a regimental operational assessment element and a special operations aviation advisory directorate. See Figure 3.21.

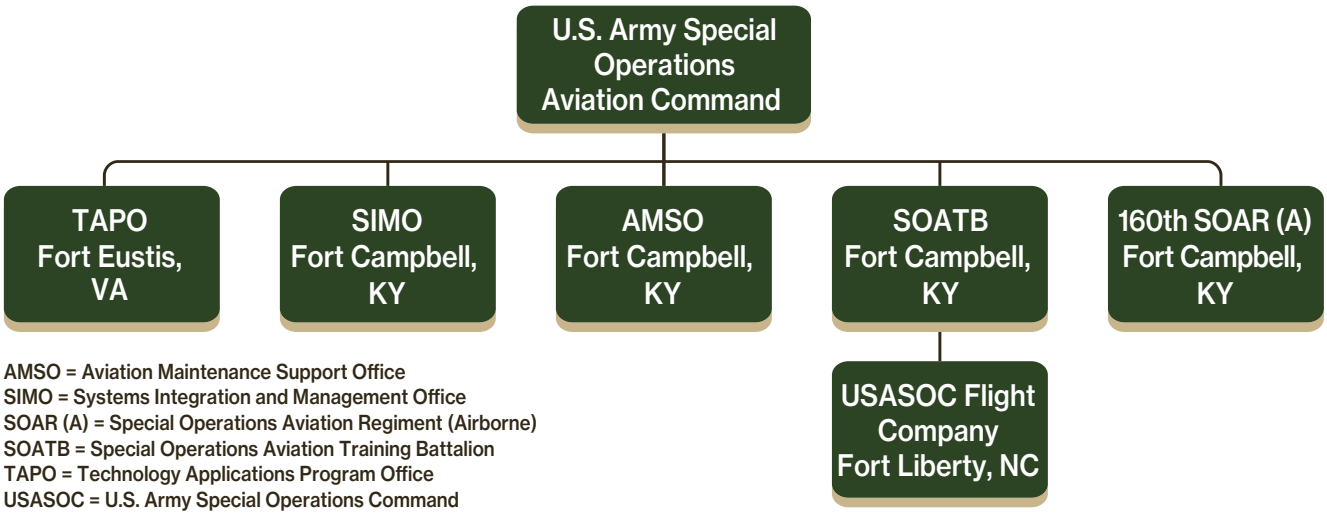

U.S. Army Special Operations Aviation Command
TAPO Fort Eustis, VA
SIMO Fort Campbell, KY
AMSO Fort Campbell, KY
SOATB Fort Campbell, KY
160th SOAR (A) Fort Campbell, KY
USASOC Flight Company Fort Liberty, NC
AMSO = Aviation Maintenance Support Office
SIMO = Systems Integration and Management Office
SOAR (A) = Special Operations Aviation Regiment (Airborne)
SOATB = Special Operations Aviation Training Battalion
TAPO = Technology Applications Program Office
USASOC = U.S. Army Special Operations Command

Figure 3.20. United States Special Operations Aviation Command (Airborne) organization

Figure 3.21. 160th Special Operations Aviation Regiment (Airborne) Organization

RESPONSIBILITIES. The SOAR supports all special operations core activities. It operates predominantly in a joint environment and may support U.S. military CF, multinational forces, or other agencies in addition to joint SOF. The following summarize the SOAR's execution and support of core activities:

- Infiltrate, sustain, and exfiltrate U.S. SOF and other selected personnel
- Insert and extract SOF land and maritime assault vehicles and vessels
- Conduct DA and close air support using organic attack helicopters to provide aerial firepower and terminal guidance for precision munitions unilaterally or with other SOF
- Conduct SR missions in support of SOF
- Conduct electronic, photographic, and visual reconnaissance in support of SOF
- Recover personnel or sensitive materiel in concert with SOF
- Conduct combat search and rescue (CSAR) as a part of the SOF component apportioned to the Joint Personnel Recovery Center when the mission requires capabilities above and beyond conventional theater CSAR assets
- Conduct assisted evasion and recovery in lieu of dedicated CSAR assets
- Perform emergency air evacuation of SOF during the conduct of special operations
- Conduct limited, strategic, self-deployment of aerial refuel-capable helicopters
- Support joint special operations maritime operations
- Conduct special operations water insertion and recovery operations
- Support and facilitate ground and aerial C2, communication and computer systems, and reconnaissance and intelligence operations for SOF
- Provide the C2 element for special operations aviation assets and attached conventional aviation assets supporting special operations
- Perform aviation unit maintenance and aviation intermediate maintenance for all organic aircraft

Aircraft and Employment Considerations

The regiment possesses three main types of rotary-wing aircraft: the AH/MH-6M Little Bird, the MH-60M/DAP Blackhawk, and the MH-47G Chinook. In addition, the regiment possesses one unmanned aircraft system (UAS)—the MQ-1C Extended Range. This variety of aircraft allows for operations in all environments and under adverse weather conditions.

160th SOAR (A) normally task organizes around a battalion and plans, conducts, and supports special operations missions for the ARSOF commander or TSOC. With proper personnel and equipment augmentation, the 160th SOAR (A) commander can serve as a joint special operations air component commander.

Aviation Boatswain's Mate (Aircraft Handling) 2nd Class Adam Insley directs a U.S. Army MH-47G Chinook helicopter from the 160th Special Operations Aviation Regiment aboard the Expeditionary Sea Base USS Hershel "Woody" Williams in the Atlantic Ocean. Source: U.S. Navy photo by Mass Communication Specialist 2nd Class Eric Coffer

AH/MH-6M

The AH and MH-6M are highly modified, single-engine, light helicopters. The MH-6 can externally transport up to six combat troops and their equipment and is capable of conducting overt and clan- destine infiltration, exfiltration, and combat assaults over a wide variety of terrain and environmental conditions. The AH-6 can be armed with a variety of weapons and is primarily employed in close air sup- port of ground troops, target destruction raids, and armed escort of other aircraft. The small size of the AH/MH-6M allows for rapid deployability in C-130, C-17, and C-5 aircraft, and extensive aircrew training allows for extremely rapid upload and download times.

MH-60M/DAP

The MH-60 is capable of conducting overt and clandestine infiltration, exfiltration, and resupply of SOF across a wide range of environmental conditions. An armed version, the Defensive Armed Penetrator first used on 3-18 (DAP Blackhawk), has the primary mission of armed escort and fire support. Secondary missions of the MH-60 include C2, external load, CSAR, and medical evacuation operations. The MH-60 can operate from fixed-base facilities, remote sites, or oceangoing vessels. All versions are air refuelable from selected U.S. Air Force and U.S. Marine Corps aircraft. MH-60s are deployable in C-17 and C-5 aircraft and can be rapidly built up and employed upon arrival in theater.

MH-47G

The MH-47G is a heavy assault helicopter based on the CH-47 airframe, specifically designed and built for the special operations aviation mission. It has a totally integrated avionics subsystem along with multi-mode radar and aerial refueling capability. In addition to its capability to overtly and clandestinely infiltrate, exfiltrate, and resupply SOF across a wide range of environmental conditions, MH-47s provide the ability to support combat operations at extremely high altitudes. The MH-47 is self-deployable when supported by aerial tankers and is deployable in C-17 and C-5 aircraft.

Unmanned Aircraft Systems

The MQ-1C ER (extended range) is designed to operate for 40 hours in a reconnaissance configuration and 26 hours in a multiple intelligence/precision strike configuration. The aircraft can operate up to 25,000 feet mean sea level with a maximum dash airspeed of 130 knots. Utilizing Ku-band radio frequency line of sight (LOS), the MQ-1C ER's maximum control range is approximately 300 kilometers and is used during air vehicle launch and recovery phases of a mission. The Ku-band satellite frequency beyond line of sight (BLOS) data link is used to control the aircraft during transit and mission phases with a range only limited by fuel and satellite footprint. The LOS and BLOS data links also provide pathways to off-board data from the MQ-1 ER's onboard sensors, including motion imagery cameras and other ISR payloads. The MQ-1 ER aircraft and ground support equipment are deployable utilizing the C-130, C-17, and C-5 airframes.

Special Operations Aviation Training Battalion

USASOAC (A) re-designated the Special Operations Training company to a battalion (SOATB) on 22 October 2010. The SOATB is the only designated instructional center for Army special operations aviation flight and ground training. The SOATB trains all newly assigned soldiers to perform flight crew and support duties as required to achieve and continue the 160th SOAR (A)'s missions worldwide. The SOATB also commands and controls the USASOC Flight Company (UFLCO). The UFC was activated in September 2013 by USASOAC (A) and provides fixed-wing aircraft support for various Green Beret training courses at Fort Liberty, North Carolina, and the Military Free Fall School at Yuma Proving Grounds, Arizona. Its aircraft inventory includes UH-60L Blackhawk helicopters, CASA-212, C-27J, and a C-12C fixed-wing aircraft.

East-Coast-based U.S. Naval Special Warfare Operators (SEALs) and a CV-22 Osprey, assigned to 77th Special Operations Squadron, 352nd Special Operations Wing, participate in a special operations forces interoperability exercise aboard Ohio-class guided-missile submarine USS Florida (SSGN 728). These operations demonstrate U.S. European Command's ability to rapidly deploy Special Operations Forces throughout the theater at a time and place of our choosing, and the U.S. commitment to train with Allies and partners to deploy and fight as multinational forces and SOF to meet today's challenges. Source: U.S. Air Force photo by Tech Sgt. Westin Warburton

CHAPTER FOUR

United States Naval Special Operations Forces

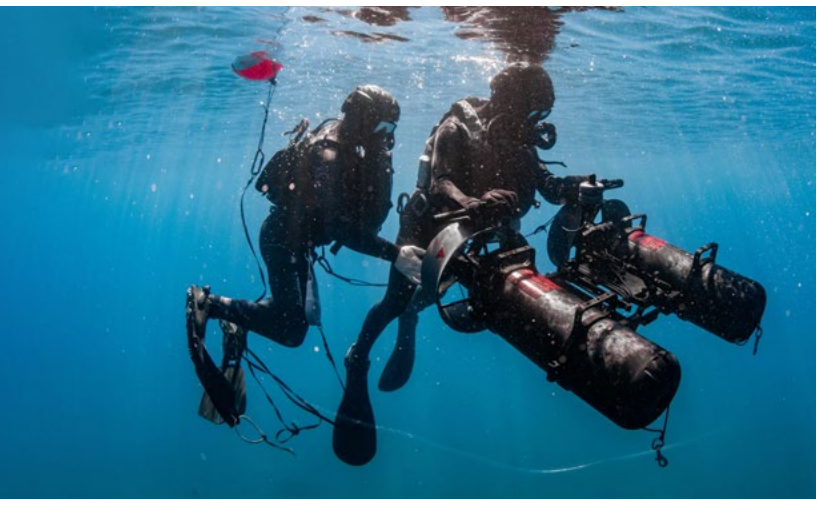
UNITED STATES NAVAL SPECIAL WARFARE COMMAND

United States Naval Special Warfare Command (NAVSPECWARCOM) was established 16 April 1987 at the Naval Amphibious Base, Coronado, California, and is the naval component of USSOCOM.

Mission

Naval Special Warfare (NSW) is a premier, full-spectrum SOF with absolute primacy in the maritime domain.

Mission success demands a high-performance team. NSW recruits and retains the most capable, skilled, and creative problem solvers with an aptitude for thoughtful, relentless, opportunistic, and decisive action.



Sailors assigned to various Naval Special Warfare (NSW) commands operate a Diver Propulsion Device during high-altitude dive training. Source: Naval Special Warfare Command photo by Petty Officer 2nd Class Alex Perlman

Forged by the sea, the NSW mission requires operational excellence, leveraging unique access, placement, and expertise to influence and enable solutions in the most challenging environments with precision, lethality, speed, and certainty.

Leadership is the foundation. NSW leaders inspire excellence at all levels through competency, character, and caring for teammates, the fleet, and the Nation.

People will always provide the competitive advantage. The NSW force and families are national assets. NSW invests deeply in all aspects of an individual's professional and personal development. It builds strong, resilient families and supports their long-term success.

Values

The NSW military and civilian workforce embodies the Navy's core values of honor, courage, and commitment. The character of NSW forces is forged through adversity and humility. They value temperance and sound judgment and recognize the importance of work-life balance. Families serve as the bedrock of NSW, and their health and well-being are essential to success. Membership in the NSW community is a privilege not to be taken for granted. Credibility and trust equate to freedom of maneuver. The command demands the highest standards of their teammates and themselves—both professionally and personally. They are accountable and grateful for the tremendous trust, support, and opportunities they are given. In turn, they understand that professionalism beyond reproach is expected. Urgency drives improvements as they recognize that fortune favors the prepared. Their heritage and proud tradition steady their resolve through the toughest circumstances.

Special Warfare Combat Crewmen conduct a maritime external air transportation system training evolution, a way to move a watercraft from a point on land or water to somewhere else, using an Army MH-47G Chinook helicopter. Source: U.S. Army photo by Sgt. Christopher Prows, 5th Mobile Public Affairs Detachment)

Imperatives for the Force

PEOPLE. Recruit, assess, select, develop, organize, employ, sustain, and transition personnel—and care for their families.

MISSION SUCCESS. Provide a sustainable organization comprised of capabilities, capacity, and concepts that enable success in both the current and future operating environments and across the full spectrum of competition.

INNOVATION. Gain and retain competitive advantage by relentlessly developing creative and relevant solutions.

PARTNERSHIP. Develop mutually supportive, interoperable allies and partners.

ACCOUNTABILITY. Promote a culture underpinned by honor, courage, and commitment.

ENTERPRISE EFFICIENCY. Emphasize collaboration, cooperation, and auditability in pursuit of responsive, cost-effective, and optimized solutions.

SENSE OF URGENCY. Act deliberately and decisively in all that they do.

Lines of Effort

Strengthen

- Invest in the training, development, and wellness of the entire NSW team.
- Develop and invest in career-spanning programs that ensure NSW team members recruit, assess, select, develop, organize, employ, sustain, and transition personnel while supporting and caring for NSW families. Seek an inclusive, high-performance culture achieved by prioritizing the long-term health, readiness, and welfare of their people.

Compete

- Innovate sustainable capabilities, capacity, and concepts for competitive advantage.
- Balance and evolve the force to defeat violent extremist organizations and counter great power competitors across all domains.
- Ruthlessly innovate to increase NSW lethality, agility, and relevance across the full spectrum of competition.
- Seek rapid, sustained improvements designed to support warfighters.

Reform

- Drive culture and processes toward greater performance at speed and affordability.
- Demonstrate the courage to assess and divest of sub-optimal capabilities and processes.
- Leverage and implement emerging technologies and improve processes while ensuring an environment of affordability and accountability.

Chain of Command

The commander, Naval Special Warfare Command (CNSWC) is an echelon II commander (2 star), the Navy SOF component commander under, and reporting directly to the USSOCOM commander. See Figure 4.1.

CNSWC exercises operational control (OPCON) as delegated by the USSOCOM commander, of all U.S.-based NSW forces. CNSWC exercises administrative control (ADCON) over all NSW forces in accordance with USSOCOM commander and Chief of Naval Operations (CNO) guidance. For Navy-specific administrative and other matters, CNSWC reports directly to the CNO. CNSWC develops the program objective

Figure 4.1. Naval Special Warfare Command organization

memorandum and budget estimate submission for the USSOCOM commander (Major Force Program [(MFP])-11) and Navy (MFP-2) and ensures adherence to CNO special interest items.

NSW provides an effective means to apply counterforce in conjunction with national policy and objectives across the spectrum of hostilities from competitive actions to open warfare. NSW forces focus on the conduct of the following core activities of special operations:

- Direct action (DA)
- Special reconnaissance (SR)
- Foreign internal defense (FID)
- Counterterrorism
- Information operations
- Security force assistance (SFA)
- Counterinsurgency
- Hostage rescue

Additionally, NSW forces support other SOF activities, such as unconventional warfare, counterdrug, personnel recovery, and special activities. NSW also provides maritime-specific special operations to meet U.S. Navy fleet requirements.

Naval Special Warfare Mobility Systems

- Combatant Craft Heavy
- Combatant Craft Medium
- Combatant Craft Assault
- Combatant Craft Light
- Special Operations Craft–Riverine
- Rigid-Hull Inflatable Boat
- Combat Rubber-Raiding Craft
- Inflatable Boat-Small
- Folding Kayak
- Dry Combat Submersible MK XII
- Shallow Water Combat Submersible MK XI
- SEAL Delivery Vehicle (SDV) MK VIII (MOD 1)
- Dry Deck Shelter (DDS)
- Diver propulsion devices
- Lightweight tactical all-terrain vehicle
- Non-standard commercial vehicle
- Ground Mobility Vehicle (GMV) 1.0
- GMV 1.1
- Joint Light Tactical Vehicle
- Mine-Resistant Ambush Protection (RG-33)

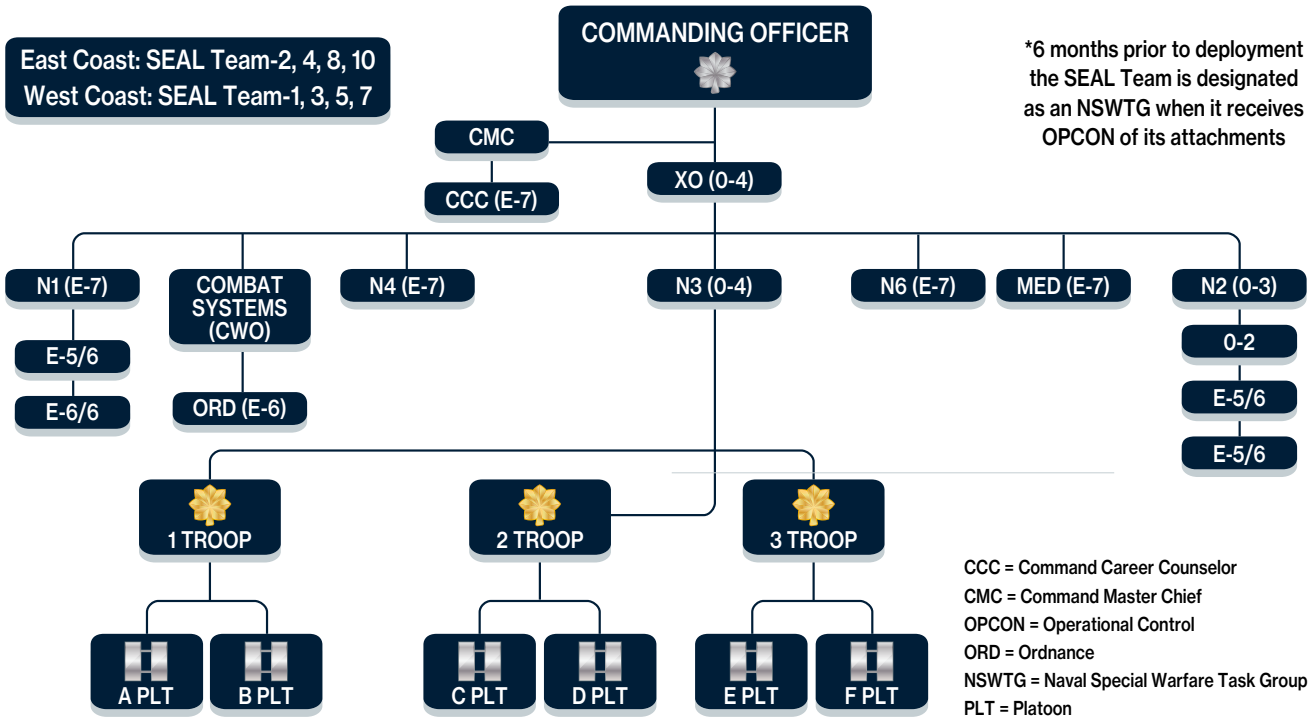


Figure 4.2. Notional SEAL team organization

SEAL Teams and SEAL Operators

There are eight active-duty SEAL teams. The SEAL team mission is to organize, man, train, equip, deploy, and employ SEALs and support forces to plan and conduct special operations in support of geographic combatant commanders (GCC). A SEAL team is an echelon IV command subordinate to an NSWG and is normally organized into nine SEAL platoons of three officers and 13–18 enlisted personnel each. SEAL teams were restructured in 2020 and now consist of three task units, each composed of a small command and control (C2) element and two SEAL platoons. See Figure 4.2.

The SEAL platoon is the basic organization used during the 18-month inter-deployment training cycle (IDTC). Enlisted platoon members specialize in one or more disciplines—intelligence, diving, communications, tactical mobility, ordnance (ORD), air operations, medical, sniper, advanced special operations technicians, and joint terminal attack controllers. Commanders may combine or disaggregate SEAL platoons to address each discrete deployed task.

SEAL Training

SEAL team training (the interdeployment training cycle, or IDTC) is a three-phase process: professional development, unit-level training, and task group integration training (TGIT). NSW designed the program to build on existing capabilities while addressing foundational SEAL skills as described in the NSW Force Training and Readiness Manual (FTRM). See Figure 4.3.

The FTRM outlines a comprehensive list of core and core-plus training tasks from which commanders design a standards-based program to meet requirements outlined in TSOC mission guidance letters to execute orders, operational plans, concept plans, and global campaign plans. NSW maintains primary individual skills during every IDTC (e.g., diving, mobility, navigation, communications, marksmanship, fitness, military free fall, and explosives handling).

NSW uses a training management system, which functions using the FTRM and the semiannual Commander's Training Guidance (CTG). The CTG identifies the priority capabilities for the command's deployment.

Professional Development
6 months
Unit Level Training
6 months
Task Group Integration Training
6 months
Deployment
6 months
PROFESSIONAL DEVELOPMENT
Individual Skills:
• Language, Regional Expertise, Culture, Jumpmaster, Range Safety Officer, Dive Supervisor, etc.
• Professional Military Education (Irregular Warfare Seminar, JSOU Joint Ops Certificate...)
• Pre-Unit-level Training Collective Skills
UNIT LEVEL TRAINING
Collective Skills:
• Land Warfare/Special Reconnaissance
• Special Operations in Urban Combat/Assaults
• Maritime Operations/Combat Swimmer
• Visit, Board, Search & Seizure/ Gas and Oil Platform
• Air Operations
TASK GROUP INTEGRATION TRAINING
Advanced Collective Skills:
• Tailored to Mission and Area of Operations
• Joint Ops & Battlestaff
• Field Training Exercises (FTX)
• Final Battle Problem
1 x HQ element (Naval Special Warfare Squadron)
3x Task Units (SEAL Troop)
• 1 x Cross Functional Troop
• 1 x NSW Communication Det
• 1 x NSW Combat Service Support Det
• 1 x Explosive Ordnance Disposal Det
• Mobilized Reserves (CS/CSS)

Figure 4.3. SEAL interdeployment training cycle

The first 12 months of IDTC focus on individual skills and kinetic activities (focused on SR and DA). TGIT, the last phase of the IDTC, represents an integrated force training bridge from primary kinetic skills to tasks short of combat operations (e.g., combatting weapons of mass destruction, joint combined exchange training [JCET], FID, and SFA).

The SEAL operator represents the foundation of NSW and its capability. The individual SEAL is a product of a selection and training process centered on Basic Underwater Demolition/SEAL (BUD/S) training. See Figure 4.4.

The SEAL operator represents the foundation of Naval Special Warfare and its capability.

BUD/S is a rigorous, all-volunteer, 25-week course that examines and develops each candidate's character through mental and physical challenges. BUD/S training requires proficiency in swimming, combat diving, over-the-beach operations, small unit tactics, weapons, communications, and underwater demolitions. The BUD/S experience inculcates an enduring commitment to initiative, teamwork, and mission accomplishment. BUD/S applies a standards-based curriculum that uses arduous physical training, sleep deprivation, prolonged cold water exposure, academics, leadership, and teamwork performance assessment. Ultimately, successful candidates demonstrate an outstanding level of integrity, grit, intelligence, and dedication, which prepares them for a more advanced level of training—SEAL Qualification Training (SQT).

SQT is a 28-week sequential series of courses which includes survival, evasion, resistance, and escape (SERE); tactical air operations (static-line and free-fall parachuting); helicopter rope-suspension technique (rappel, fast rope, and cast and recovery); tactical combat medicine; communications; advanced special operations; cold weather/mountaineering; maritime operations (small boat operations and over-the-beach insertion); combat swimmer (closed-circuit diving and underwater ship attack); land warfare (small unit tactics, light and heavy weapons, and demolitions); combatives (military martial arts); close-quarters combat (precision close-range marksmanship, tactical decision-making, and ship and building clearance); and operations in a chemical, biological, radiological, and nuclear environment. The emphasis in SQT is on building and developing an individual operator capable of joining a SEAL or SDV platoon with minimal deviation in the platoon's capability.

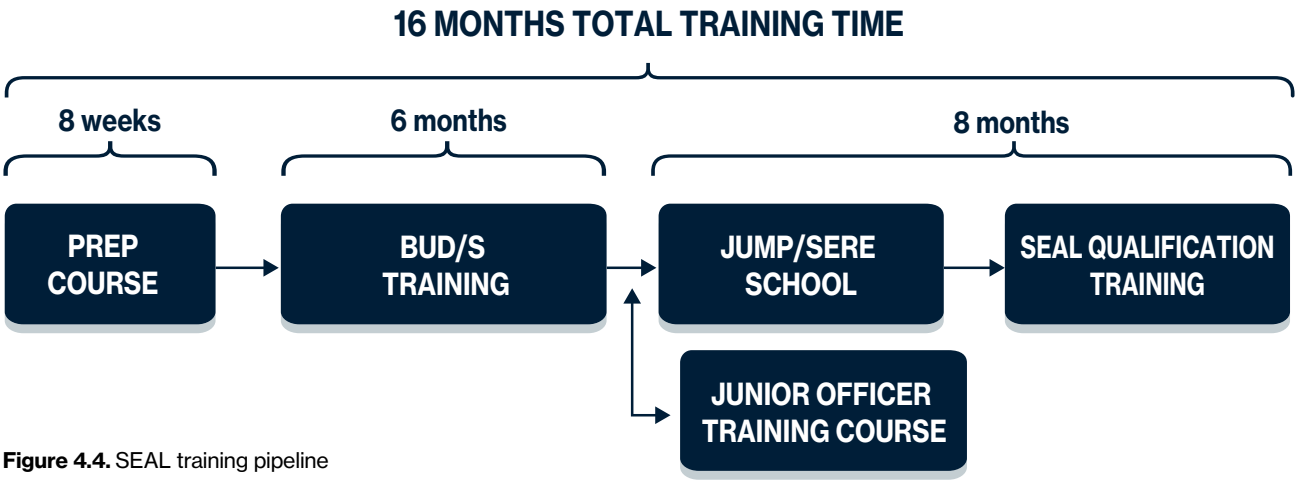


Figure 4.4. SEAL training pipeline

Sailors assigned to Naval Special Warfare Group 8 display the flag while performing dive operations from the fast attack submarine USS New Mexico in the Atlantic Ocean. Source: Department of Defense photo by Navy Chief Petty Officer Christopher Perez

Special Warfare Combat Crewmen

Special Warfare Combat Crewmen (SWCC) are specially selected and trained SOF who operate NSW combatant craft in maritime, coastal, and riverine environments. They conduct special operations such as over-the-beach and other insertion/extraction of SOF; waterborne guard post; maritime interception operations/visit, board, search, and seizure; and coastal patrol and interdiction, SR, and FID with or without SEALs or other SOF.

SWCC initial pipeline training consists of 3 weeks of basic orientation and 5 weeks of basic crewman training, followed by 20 weeks of crewman qualification training. Upon completion of the pipeline training, SWCC personnel receive their Special Warfare Boat Operator (SB) designation and are awarded the SWCC pin. The SWCC community is limited to enlisted and chief warrant officers.

After pipeline training, SWCCs are assigned to Special Boat Teams (SBTs) where they will be assigned to boat detachments. SWCC personnel will spend the majority of their careers within NSW, which may also include service and joint assignments.

NAVAL SPECIAL WARFARE CENTER

NSWCEN is located at the Naval Amphibious Base, Coronado, California. NSWCEN is an echelon III command under the OPCON and ADCON of NAVSPECWARCOM. NSWCEN exercises OPCON and ADCON of subordinate commanders and assigned forces for CNSWC.

MISSION. The NSWCEN has two missions: select, train, and qualify Sailors to become SEALs and SWCCs, and provide advanced individual skills training to the men and women of the NSW

community for the duration of their careers. This is accomplished through two subordinate commands—the Basic Training Command and the Advanced Training Command, respectively.

The NSWCEN is the professional training center for NSW. As such, it is responsible for individual SEAL and SWCC selection and their basic and advanced training.

Basic Training Command

Basic Training Command is an NSWCEN subordinate command (echelon IV) located in Coronado, California. The Basic Training Command mission is to conduct special operations training for U.S. and foreign armed forces and other designated personnel in basic NSW tactics, techniques, and procedures (TTPs) and equipment and to award the SEAL and SWCC Navy enlisted classification to qualified U.S. forces.

Advanced Training Command

The Advanced Training Command is an NSWCEN subordinate command (echelon IV) located in Coronado, California. The Advanced Training Command, with its subordinate detachments located throughout the U.S., provides advanced individual skills training to include language training and education. Its mission is to provide NSW forces with standardized, accredited, and Chief of Naval Education and Training-approved advanced training and curriculum to support NSW community recognized tasks, conditions, and standards.

Naval Special Warfare Detachment Kodiak

Detachment Kodiak is located in Kodiak, Alaska. It is a small training command that specializes in SQT students, SEAL platoons, and SBT detachments in maritime cold-weather operations. Units train in long-range maritime navigation, across-the-beach operations, and other cold-weather operations.

NAVAL SPECIAL WARFARE LEADERSHIP EDUCATION AND DEVELOPMENT COMMAND

Naval Special Warfare Leadership, Education, and Development Command (NLEAD) is aligned with the NSW enterprise to develop NSW's flagship weapon system and capital resource—its people—to be the best SOF leaders in the DOD. It accomplishes its mission by focusing on three lines of effort for SEAL and SWCC personnel within the NSW enterprise:

- Professional military education
- Career management
- Education programs

The mission of NLEAD is to deliver a career-long continuum of NSW leadership courses, counsel personnel on advanced and voluntary education opportunities, and advise NSW personnel on career-management and advancement issues.

NAVAL SPECIAL WARFARE GROUPS

MISSION. The mission of a Naval Special Warfare Group (NSWG) is to train, equip, deploy, and support assigned NSW forces, including OPCON and ADCON of assigned forces. When directed, NSWGs C2 NSW and/or other forces in exercises and operations.

TASKS. Tasks common to NSWGs include:

- Train, equip, support, and deploy assigned Navy SOF
- Perform type-commander functions for assigned forces, including readiness evaluation
- Plan, coordinate, and conduct unilateral, joint, combined, and fleet special operations and exercises as required
- Establish and function as the naval component—Naval SOTF/NSWTF—of a combined and/or JSOTF or numbered fleet for contingency operations or major theater exercises as directed
- Provide forces and intelligence capabilities to support exercises and operations

- Provide automated information system support to the staff and subordinate commands
- Support subordinate commands with message dissemination, financial management, medical, legal, chaplain, research, development, testing and evaluation, safety and explosive safety, and travel-orders processing
- Support CNSWC planning, programming, and budgeting efforts
- In coordination with NAVSPECWARCOM, develop, test, and evaluate TTPs, ORD, and equipment
- Train and integrate reserve forces
- Support GCC, Navy, and USSOCOM planning as required/directed
- Maintain visibility of assets through coordinated management of the Table of Organic Allowance
- Exercise ADCON of assigned NAVSPECWARCOM forces when deployed

ORGANIZATION. An NSWG is an echelon III command (O6/Captain) under the OPCON and ADCON of NAVSPECWARCOM (echelon II). See Figure 4.5.

NSWG commanders exercise OPCON and ADCON of subordinate commanders and assigned forces for CNSWC. As such, NSWG commanders are accorded the traditional U.S. Navy honorific title of Commodore. There are six NSWGs.

1. NSWG-1 and NSWG-2 exercise OPCON and ADCON of the STs.
2. NSWG-4 exercises OPCON and ADCON of the SBTs and the Naval Small Craft Instruction and Technical Training School (NAVSCIATTS).
3. NSWG-8 exercises OPCON and ADCON of SRT-1, SRT-2, SDVT-1, SDVT-2, and the Mission Support Center (MSC).
4. NSWG-11 exercises OPCON and ADCON of NSW Reserve Forces (SEAL teams 17 and 18).

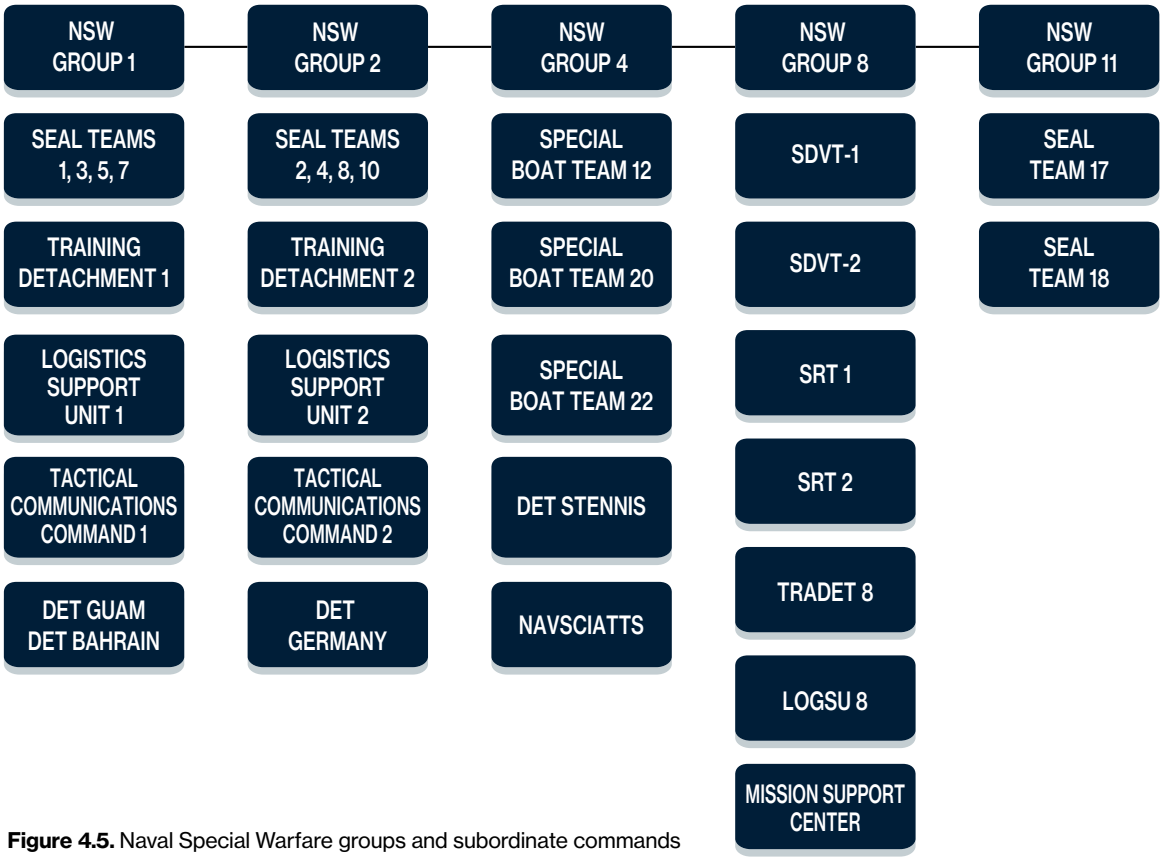


Figure 4.5. Naval Special Warfare groups and subordinate commands

Special Warfare Combat Crewmen transit the Salt River in northern Kentucky during pre-deployment, live-fire training, employing the Special Operations Craft Riverine, which is specifically designed for the clandestine insertion and extraction of U.S. Navy SEALs and other special operations forces along shallow waterways and open water environments. Source: U.S. Navy photo by Mass Communication Specialist 2nd Class Jayme Pastoric

Naval Special Warfare Group 1

MISSION. The Commander, Naval Special Warfare Group 1, (CNSWG-1) is responsible for organizing, manning, training, educating, equipping, deploying, and sustaining assigned forces to conduct special operations principally in support of USCENTCOM and USINDOPACOM but also in support of other combatant commander (CCDR) requirements.

Responsibilities include exercise of OPCON and ADCON of subordinate commands and activities including SEAL Teams 1, 3, 5, and 7; TRADET 1; LOGSU 1; TACCOM 1; DET Guam; and DET Bahrain.

TASKS. CNSWG-1 unique responsibilities include:

- Acting as CNSWC's executive agent for advising on NAVSPECWARCOM support of the requirements of USINDOPACOM and USCENTCOM commanders
- Coordinating NAVSPECWARCOM support of TSOCs/fleet commander planning efforts as required
- Remaining prepared to deploy as the core of a JSOTF

NSW GROUP 1 SUBORDINATE COMMANDS
SEAL Teams 1, 3, 5, and 7 – Coronado, CA
Training Detachment 1 – Coronado, CA
Logistics Support Unit 1 – Coronado, CA
Tactical Communications Command 1 – Coronado, CA
TRADET 1 – Coronado, CA
DET Guam
DET Bahrain

Naval Special Warfare Group 2

MISSION. The CNSWG-2 is responsible for organizing, manning, training, educating, equipping, deploying, and sustaining assigned forces to conduct special operations principally in support of USEUCOM, USAFRICOM, and USSOUTHCOM but also in support of other CCDR requirements. Responsibilities include exercise of OPCON and ADCON of subordinate commands and activities including SEAL Teams 2, 4, 8, and 10; TRADET 2; LOGSU 2; TACCOM 2; and DET Germany.

TASKS. CNSWG-2 unique responsibilities include:

- Acting as CNSWC's executive agent for advising on support of USEUCOM, USAFRICOM, and USSOUTHCOM commanders
- Coordinating NAVSPECWARCOM support of TSOCs and fleet commander planning efforts as required
- Remaining prepared to deploy as the core of a JSOTF

NSW GROUP 2 SUBORDINATE COMMANDS
SEAL Teams 2, 4, 8, and 10 – Little Creek, VA
Training Detachment 2 – Little Creek, VA
Logistics Support Unit 2 – Little Creek, VA
Tactical Communications Command 2 – Little Creek, VA
TRADET 2 – Little Creek, VA
DET Germany

Tactical Communication Commands

MISSION. Mobile Communications Commands (MCCs) organize, man, train, equip, and deploy personnel and communications equipment to operate and maintain communications for NSW forces.

ORGANIZATION. MCCs are combat support activities under NSWG-1 and NSWG-2. An MCC has an O-5 commander and is organized into an HQ element, administrative departments, and operational elements.

CAPABILITIES. NSW communicators provide a variety of voice and data services for communicating with joint and fleet commands and units using man-portable, modular, and tactical vehicles, as well as messaging systems (high frequency, ultrahigh frequency, very high frequency, super high frequency, and extremely high frequency). Mobile communications teams

are normally attached to deploying SEAL teams and provide rapidly deployable communications capabilities in austere environments.

Naval Special Warfare Group 4

MISSION. The CNSWG-4, is responsible for organizing, manning, training, educating, equipping, deploying, and sustaining assigned forces principally for surface combatant and other maritime special operations in support of CCDRs. Responsibilities include the exercise of OPCON and ADCON of subordinate commands and activities including SBTs 12, 20, and 22; DET Stennis; and NAVSCIATTS, and advising CNSWC on combatant craft and other designated combat development areas.

TASKS: CNSWG-4 unique responsibilities include:

- In coordination with NAVSPECWARCOM, contribute to the research, development, testing, and evaluation of surface craft and associated weapons and equipment
- Serve as the NAVSPECWARCOM executive agent for SWCC community management and professional development

NSW GROUP 4 SUBORDINATE COMMANDS
Special Boat Team 12 – Coronado, CA
Special Boat Team 20 – Little Creek, VA
Special Boat Team 22 – Bay St. Louis, MS
DET Stennis – Stennis, MS
NAVSCIATTS – Stennis, MS

Special Boat Teams

MISSION. The mission of an SBT is to organize, man, train, equip, and deploy special operations combatant craft and crews as special boat troops to conduct special operations.

TASKS. Specific SBT operational tasks include insertion and exfiltration of SOF; coastal patrol and interdiction; and special operations in a riverine, coastal, and maritime environments, including mobility and other support to SEALs and other SOF.

ORGANIZATION. SBTs are echelon IV commands assigned to NSWG-4. SBTs consist of maritime SOF and support personnel organized, trained, and equipped to operate and support a variety of combatant craft in maritime, coastal, and riverine environments.

An SBT is commanded by an O-5 SEAL and is organized into an HQ element, administrative and logistics support elements, and operational/combat elements normally consisting of three special boat troops led by a SEAL O-3, which consist of a small C2 element, CSS and other capabilities, and one or more SB detachments (SBD). An SBD normally consists of two craft and crew (SWCC) and may include a small maintenance support team.

CAPABILITIES. SBT personnel operate and maintain a variety of combatant and other craft for maritime special operations. The craft most frequently employed are high-speed combatant craft designed for delivery of SOF in littoral and riverine environments. Lightly armed and armored NSW combatant craft employ stealth, surprise, speed, and agility in the conduct of special operations.

Naval Special Warfare Group 8

MISSION. CNSWG-8 is responsible for organizing, manning, training, equipping, deploying, sustaining, and providing C2 of tailored forces to conduct undersea and multi-domain sensitive activities in support of national interests, GCCs, and other mission partners.

NSW GROUP 8 SUBORDINATE COMMANDS
Special Reconnaissance Team 1 – Coronado, CA
Special Reconnaissance Team 2 – Coronado, CA
Mission Support Center – Coronado, CA
SEAL Delivery Vehicle Team 1 – Pearl City, HI
SEAL Delivery Vehicle Team 2 – Little Creek, VA
Logistics Support Unit-8 – Pearl City, HI
Training Detachment 8 – Pearl City, HI

NSW Mission Support Center

The Naval Special Warfare Mission Support Center provides 24/7 reach back capability for mission planning support to NSW operations, including intelligence, cryptologic, meteorologic, oceanographic, communications, and blue force tracking support.

Special Reconnaissance Team 1 and 2

MISSION. The Special Reconnaissance Team (SRT) mission is to train and deploy specially trained combat elements and personnel. SRTs organize, man, train, equip, and deploy elements to provide special operations intelligence collection; intelligence, surveillance, and reconnaissance (ISR); and analytical capabilities.

ORGANIZATION. SRTs normally provide ISR and analytical capabilities as cross functional troops, led by an O-3 or O-4 with one or more (normally three) subordinate cross functional teams for each deploying SEAL team. In addition, regional support troops support specific geographic commander requirements.

SEAL Delivery Vehicle Team

The SEAL Delivery Vehicle Teams (SDVT) operate the SDVs, DDSs, diver propulsion devices, and related equipment in the conduct of special operations.

MISSION. The SDVTs' mission is to organize, man, train, equip, and deploy forces to employ combatant submersibles in special operations and other special operations as tasked.

Logistics and Support Units

MISSION. Logistics and Support Units (LOGSU) 1, 2, and 8 organize, man, train, equip, and deploy personnel and equipment to provide combat service support (CSS), including administrative, maintenance, logistical, and medical support.

TASKS. LOGSU tasks include:

- Provide logistics support including deployable combat service support troops (CSSTPs), contracting, supply, equipment maintenance, facilities management, military construction, hazardous materials, environmental, combat systems support, Table of Organic Allowance and ordnance management to NSWGs and SEAL team/SBTs/SDVTs in the continental U.S.
- Provide range/training facility support to include logistics, messing, maintenance, scheduling, and operation
- Conduct maintenance in accordance with the Navy's Preventive Maintenance System (PMS)
- Provide the supply, PMS, diving, ordnance, air operations, first lieutenant/engineering, administration, career counseling, automated information system, and medical (departmental) support to the SEAL/SDV teams

ORGANIZATION. LOGSUs 1, 2, and 8 are echelon IV commands under NSWG-1, NSWG-2, and NSWG-8, respectively. A LOGSU is commanded by an O-5 Supply Corps officer and is organized into a headquarters (HQ) element,

West Coast-based Naval Special Warfare assets participate in a maritime training evolution. Source: Naval Special Warfare Group One photo by Lt. NSWG-1 PAO

U.S. Navy SEALs perform a high-altitude low-opening jump during bilateral training with Croatian special forces. Source: U.S. Navy photo by Mass Communication Specialist 2nd Class Katie Cox

administrative departments, and operational elements consisting of four CSSTP. A CSSTP normally consists of 17 personnel and provides CSS to deployed NSW forces.

CAPABILITIES. Each CSSTP provides the following:

- Coordination with and through the appropriate CCDR component commands and offices to provide support to forward deployed NSW forces.
- Contracting capability and expertise including small purchases and leases as authorized by the theater executive agent and in coordination with the GCC J4 as appropriate. CSSTP contracting authorities provide the CSSTP supply representative with their supply reissue, requisition, procurement, storage, distribution, security, and transportation requirements.
- Force embarkation, transportation, equipment maintenance, combat cargo handling, in-theater logistics, construction, contingency engineering, camp development, and maintenance. They also provide for limited force protection and perimeter defense. A CSSTP may require reserve augmentation to fully perform its mission.
- Assistance with chemical, biological, radiological, nuclear, and high-yield explosives decontamination operations.

Naval Special Warfare Group-11

NSWG-11 organizes, mans, trains, educates, equips, deploys, and sustains assigned NSW Reserve Component units and personnel in support of NSW and joint special operations commanders worldwide. Responsibilities include the OPCON and ADCON of subordinate commands and activities, including SEAL Team STs 17 and 18, and advising CNSWC on NSW Reserve Force matters.

TASKS. NSWG-11 tasks include the following:

- Theater engagement missions (JCET/FID)
- Battle staff support to deployed SOF
- Providing training, logistics, intelligence, and maintenance support for deployed NSW forces
- When tasked, supporting operational preparation of the environment
- When tasked, providing operational Reserve units in support of deployed NSW force

NSWG-11 Subordinate Commands

- SEAL Team-17—Coronado, CA
- SEAL Team-18—Little Creek, VA

Naval Special Warfare Training Detachments

Training Detachments (TRADET) 1, 2, and 8 execute responsibilities for coordinating, directing, and conducting unit-level training and readiness evaluations.

Naval Special Warfare Development Group

The Naval Special Warfare Development Group (NSWDG) is located at the Fleet Combat Training Center, Dam Neck, Virginia. The NSWDG mission is to provide centralized management for the test, evaluation, and development of equipment technology and TTP for NSW.

Naval Special Warfare Task Force

A Naval Special Warfare Task Force (NSWTF) is a provisional NSW organization that plans, conducts, and supports special operations in support of joint, fleet, or other commanders. It may be the naval component of a JSOTF, or its commander may command the JSOTF. It may also be the SOF component of a Navy task force. An NSWTF normally provides for C2 of two or more NSWTGs or other subordinate units. It is normally commanded by a SEAL captain (O-6).

Naval Special Warfare Task Group

A Naval Special Warfare Task Group (NSWTG) is a provisional NSW task organization that plans, conducts, and supports special operations in support of TSOCs and/or fleet commanders. It is composed of a C2 element and one or more subordinate naval special warfare task unit (NSWTU) or other units or forces. It is normally commanded by an SEAL team commander (O-5).

Naval Special Warfare Task Unit

An NSWTU is a provisional NSW task organization consisting of a C2 element, one or more SEAL platoons, and/or other combat elements, combat support, combat service support, mobility, and other attachments required to plan, C2, conduct, and sustain special operations. An NSWTU is normally commanded by a SEAL Lieutenant Commander (O-4) or senior Lieutenant (O-3).

Naval Special Warfare Task Element

A Naval Special Warfare Task Element (NSWTE) is a provisional NSW task organization generally used to refer to smaller tactical/maneuver combat or combat support elements task-organized to conduct a given mission. An NSWTE is built around the core of a SEAL platoon and is normally commanded by a SEAL O-3 platoon commander.

ADDITIONAL INFORMATION

Further details pertaining to all NSW forces are available in NWP 3-05, Naval Special Warfare (CUI)

Tech. Sgt. Simon Ward, 919th Special Operations Civil Engineer Squadron explosive ordnance disposal technician, pulls equipment for a simulated threat of an improvised explosive device staged for a training scenario at a training site in Hurlburt Field, Florida. Source: U.S. Air Force photo by Michelle Gigante

CHAPTER FIVE

United States Air Force Special Operations Forces

AIR FORCE SPECIAL OPERATIONS COMMAND

Air Force Special Operations Command (AFSOC) was established 22 May 1990 at Hurlburt Field, Florida. It is an Air Force major command and the air component of USSOCOM. The Secretary of Defense apportions and assigns AFSOC forces to be under the combatant command of the USSOCOM commander. Geographic combatant commanders (GCCs) exercise operational control (OPCON) of overseas TSOCs. Only Special Operations Command Pacific (SOCPAC) and Special Operations Command Europe (SOCEUR) have a theater-assigned AFSOC wing.

AFSOC includes four active-duty special operations wings (SOW), one reserve wing, two National Guard wings, two active-duty duty OCONUS wings, and several direct-reporting units. See Figure 5.1.

AFSOC Mission

AFSOC provides the Nation's specialized air power capability across the spectrum of conflict—any place, anytime, anywhere.

Command Relationships

The AFSOC commander is responsible to the chief of staff of the Air Force for administration and commands all Air Force Special Operations Forces (AFSOF). By direction of the USSOCOM commander, the AFSOC commander exercises OPCON of assigned and attached forces, provides forces, and exercises administrative control (ADCON) for AFSOF provided to USSOCOM. With full mobilization, the AFSOC commander exercises ADCON of Air Reserve and Air National Guard

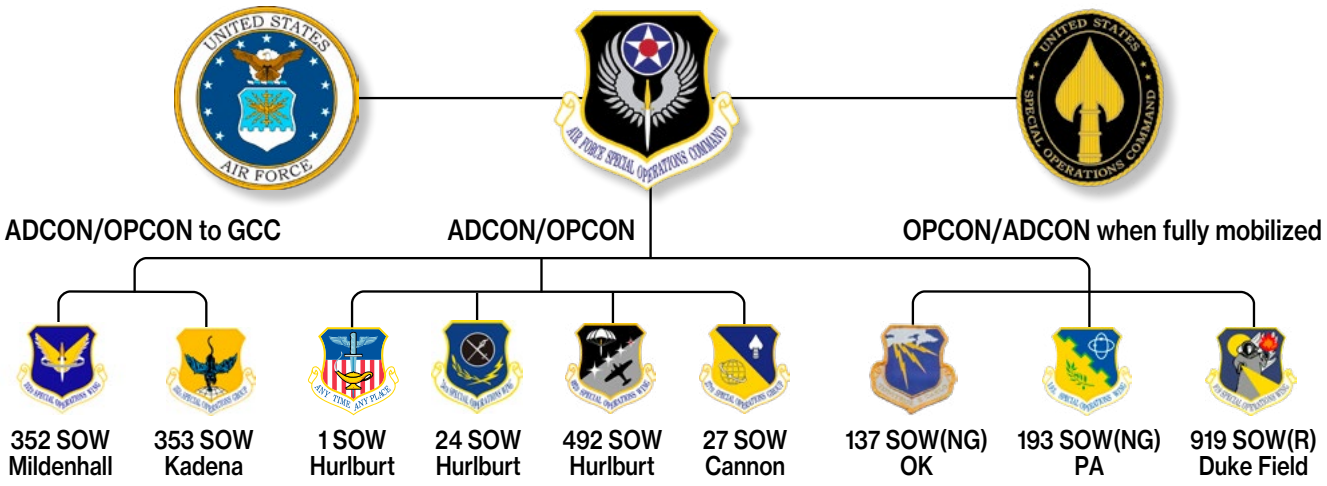


Figure 5.1. Assigned forces, Air Force Mission Directive 6

(ANG) SOF and ensures interoperability and operational readiness. AFSOC prepares forces to conduct independent, joint, or combined operations. AFSOC develops and tests concepts, doctrine, plans, and tactics and, as directed, plans, conducts, controls, and coordinates air operations for the USSOCOM commander. AFSOC ensures a combat-ready force to support worldwide joint operations and Air Force airlift.

Human Capital

AFSOC personnel are disciplined professionals, biased toward independent initiative, and possess deep technological expertise in their specialties. Their individual ethical professionalism enables risk tolerance using small, decentralized units of action with empowered noncommissioned officers and officers. AFSOC deliberate development tracks range from joint leadership to organized command and control (C2) to systems expertise. That development includes non-discretionary, tailored education and training opportunities throughout careers with leadership devoted to quality force generation. Highly trained in their unique specialties, some also rigorously assessed, AFSOF professionals are further trained and educated, beside their enablers, to be critical and creative thinkers.

In addition to pilots, air crews include special mission aviators—career-enlisted aviators who perform combined traditional functions as loadmasters, flight engineers, and aerial gunners—colloquially known as "loads," "engineers," or "gunners." Other enlisted aviators include tactical systems operators, sensor operators (drones), and direct support operators, the latter having language skills. The emerging weapons system officer and combat systems officer career fields combine the traditional functions of navigator, electronic warfare officer, sensor operator (other than drones), and fire control officer.

Flight crew minimum flying hours vary from 10–20 hours per month depending on the specific air platform, specific skill requirements, and commander guidance. Their maintenance teammates recognize their crucial roles and take great pride in handing over equipment worthy of their SOF teammates. The average air crew officer has an undergraduate degree, and many have master's-level education as well. Many enlisted crew members have undergraduate degrees.

Special tactics (ST) professionals employ as small, independent teams of pararescue jumpers or combat control teams (CCT) or can augment other SOF elements to accomplish the full range of SOF core activities. Their teams effectively coordinate, integrate, and synchronize air and space power to enable connectivity to global strike, mobility, response, and engagement assets. Many are survival, evasion, resistance, and escape (SERE) qualified. See Table 5.1.

ST teams can provide austere Federal Aviation Agency-certified air traffic control (ATC), assault zone operations, close air support (CAS), terminal attack control, suppression of enemy air defense planning, environmental and special reconnaissance (meteorological/oceanographic/geographic/hydrological), personnel recovery (PR) and combat search and rescue, battlefield trauma care, and hardware destruction or recovery. See Table 5.2.

They can deploy with minimum equipment and supplies and can operate for 72 hours without resupply. They require at least 12 hours for adequate pre-mission preparation.

Combat support (CS) and combat service support personnel are SOF because they have the necessary mindset to enjoy the pace and depth of special operations. Some come to the SOF community recognizing that such assignments are challenging and may include long deployments to austere locations that conduct bare-base operations.

Operations and Capabilities

In recent years, AFSOC has been called upon to deliver unique capabilities and skill sets to combatant commanders across the range of military operations from disaster response (such as those in Haiti and Japan) to major contingencies. AFSOC consistently considers joint support, coordination, synchronization,

TABLE 5.1. SPECIAL TACTICS TRAINING AND QUALIFICATIONS

PARARESCUE	COMBAT CONTROL TEAM	TACTICAL AIR CONTROL PARTY	SPECIAL RECONNAISSANCE	COMMON TO ALL	
Extrication	Landing Zone Control	Joint Terminal Air Controller	Electromagnetic	Fast Rope	Heavy Weapons
Confined Space	Air Traffic Control, Forward Arming & Refueling Point	Field Expedient Antennas	Spectrum Ops	Helocast	Overland Movement/ IADS
Structural Collapse	Austere Airfield Ops	Below Line of Sight Waveforms	Long Range Targeting	Hoist	Tactical
Low/High Angle Evacuation	Landing Zone, Drop Zone, Helicopter Landing Zone Survey	ECCM (HQ-II, Saturn)	Reconnaissance Operations	Rappel	Mounted/ Dismounted
Swift Water Rescue	Pavement Assessment	Harris SA Mode	Survival Operations	Rope/Caving Ladder	Vehicle Recovery
Underwater Search	Joint Terminal Air Conwtroller	Encrypt GPS Device	Environmental Recce	Rapids	Navigation, SMUT
	DZ/HZ Control/ Establish	ISR Integration		MFF	TACT COMMS
		NKE Fusion "Suppression"		Static Line	Aircraft Operation
		JSEAD		Combat Dive	Marshalling
				Amphibious/ Small Boat Operations	sUAS
				SOF Duck	
				RAMB	
				DEMO	

Table 5.1. Special tactics training and qualifications

TABLE 5.2. SPECIAL TACTICS PRIORITIES AND OPERATIONAL POSSIBILITIES

Global Access	Special Reconnaissance	Austere Airfield & Assault Zone Operations	Preparation of the Environment
Precision Strike	Direct Action	Terminal Control/ Guidance Operations	Interdiction & Strategic Attack
Personnel Recovery	Technical Rescue	Battlefield Trauma Care	SOF-Tailored Recovery: Sensitive Material/Personnel
Battlefield Surgery	Mil/Civ Trauma Experts	Forward Surgical Operations	Mobile Role-2
Bare Base	Bare Base Opening and Logistical Support	Self-sustained Forward Operations	Support to Contingencies & JRX
Combat Mission Support	Full-Spectrum 52 AFSCs	Integrated Logistics	Part of Deployable Fighting Unit
Preservation of the Force & Family	Performance Optimization	Rapid Rehabilitation	Enduring Maintenance

Table 5.2. Special tactics priorities and operational possibilities

and integration issues. Ultimately, the most important elements of the special operations capabilities of the Air Force reside in its aircrews, ST teams, and support personnel, who are specially trained to conduct the following eight AFSOC core missions:

- Specialized air mobility
- Precision strike
- ST
- Intelligence, surveillance, and reconnaissance (ISR)
- Aviation foreign internal defense (AvFID)
- Agile CS
- C2
- Information operations (IO)

AFSOF employ uniquely equipped aircraft that are operated by highly trained aircrews oriented toward strategic competition, global counter-violent extremist organization (C-VEO) operations, and crisis response. In competition below the threshold of armed conflict, AFSOF can create dilemmas for the enemy with low-visibility and scalable attribution to create uncertainty and cause friction in the enemy's decision-making.

The unique access and placement of AFSOF provides valuable situational awareness for decision-makers, expanding U.S. competitive advantage and freedom of action. AFSOF help shape the environment and illuminate potential circumstances and considerations that could escalate to conflict. In armed conflict, low-visibility and placement capabilities assist in identification of high-value targets in denied areas to the joint forces. AFSOF provide organic fires that open windows of opportunity to exploit and options that can impose costs and increase enemy risk in areas beyond immediate conflict zones.

To execute their core missions in all projected environments, AFSOF comprehend the challenges and implications and are ready to deploy to do the following:

- Generate advantage in competition short of armed conflict
- Execute efficient operations to counter VEOs
- Respond to crises

U.S. Air Force Lt. Col. Caitlyn Reilly, a pilot with the 319th Special Operations Squadron, inspects a PC-12 during her third trimester at Hurlburt Field. Reilly is a member of AFSOC's Women's Initiatives Team that are working to gain exposure for third trimester flight waivers. Source: Staff Sgt. Caleb Pavao

Unique Planning Considerations

AFSOC crews and aircraft conduct clandestine penetration of hostile, sensitive, or politically denied airspace. SOF air crews can navigate precisely along planned routes to points or targets within narrow time parameters and in conditions of minimum visibility (i.e., darkness or adverse weather). Fixed-wing aircraft used for airland operations can use minimum length, remote, and unimproved landing strips.

Air crews address threats using terrain-following and terrain-avoidance systems and procedures. Low-level operations and the cover of night are primary employment concepts. Extensive planning requires avoidance of enemy radar, air defenses, and populated areas. Lighting and communications discipline, low probability of intercept/detection radios, and creative course planning are also used.

AFSOC operations may include manned and remotely piloted aircraft. Air refueling of AFSOC vertical-lift aircraft may be necessary to extend range and minimize security and

logistics problems associated with forward-area ground refueling. As with all SOF, AFSOC include air planners as soon as possible to mitigate risk and ensure mission success.

Detailed planning includes terrain, weather, cultural features, population, and air and ground enemy air defenses. Mission planning support requirements are usually extensive, and operational details must be provided sufficiently in advance to allow adequate mission planning time. During tactical airdrop operations, air commanders are responsible for air safety, and ground commanders are responsible for ground safety. Air crews require close coordination with ground SOF to ensure understanding and consensus on the concept of operations. Tactical deception must be considered during planning for all AFSOF missions.

Planners must be familiar with the limitations defined in the appropriate technical manuals/orders and volumes of unclassified and classified Air Force tactics, techniques, and procedures (AFTTP) for AFSOC aircraft. General limitations that apply to all AFSOF may include the following:

- Limited self-deployment and sustainment capability
- Dependence on established support and logistics packages that must accompany employment aircraft
- Technological sophistication of most AFSOF resources affecting bed-down requirements and bare-base operations and requiring extensive maintenance and force protection support
- Long-range deployment and employment requiring inflight refueling (strategic) and air refueling (AFSOC tanker, vertical-lift receiver)
- Limited air-to-air defensive capabilities

U.S. Air Force pararescuemen, 82nd Expeditionary Rescue Squadron, prepare to conduct a high-altitude, high-opening jump over East Africa. Pararescuemen maintain jump proficiency to enable rapid personnel recovery, provide secure, reliable, flexible combat search and rescue capabilities, and to rapidly deploy to austere locations to support U.S. and partner forces within the Combined Joint Task Force – Horn of Africa's area of responsibility. Source: U.S. Air Force photo by Senior Airman Harrison Winchell

Command and Control

AFSOF deploy as expeditionary forces comprised of special operations task groups (SOTGs) and special operations task units (SOTUs). SOTGs are squadron-based, O-5-led echelons focused on integrating whole-of-AFSOF capabilities into SOF joint task force (JTF) operations. SOTUs are led by O-4s and senior O-3s and reside under the SOTGs as tactical units focused on airframe and mission-design series (MDS) specific tasks.

This model normalizes processes with other joint SOF components and provides an agile and ready force for high-end competition and conflict, as well as crisis response and counter-VEO. The model leverages predictability from the SOF force generation cycle and from a robust certification, verification, and validation (CV2) process that allows deliberate oversight on deployment preparations to increase capability and drive down risk to mission. See Figure 5.2.

Force generation consists of individual training and education, unit training, joint/collective training, and commit phases.

SOTGs, through their A-staff, ensure that airspace, ISR, mobility, fires, IO, and refueling are coordinated and that weather, intelligence, imagery analysis, threat to air operations, enemy air order of battle, rescue, space, communications, airfield operations, and system support are efficient and beneficial for their assigned SOTUs.

The SOTG commander has tactical control (TACON) of their HQ staff and assigned SOTUs during exercises in the unit and joint/collective phases as well as through the commit phase. Clear identification of ADCON responsibilities is outlined by HQ AFSOC prior to SOTGs deploying. SOTGs may assume OPCON/TACON responsibilities of joint assets, as directed by the TSOC or the higher HQ, if requisite expertise and authorities are provided to the SOTG HQ staff.

Aviation SOTUs consist of a C2 element, aircrew, aircraft, and support professionals required for operations. An aviation SOTU

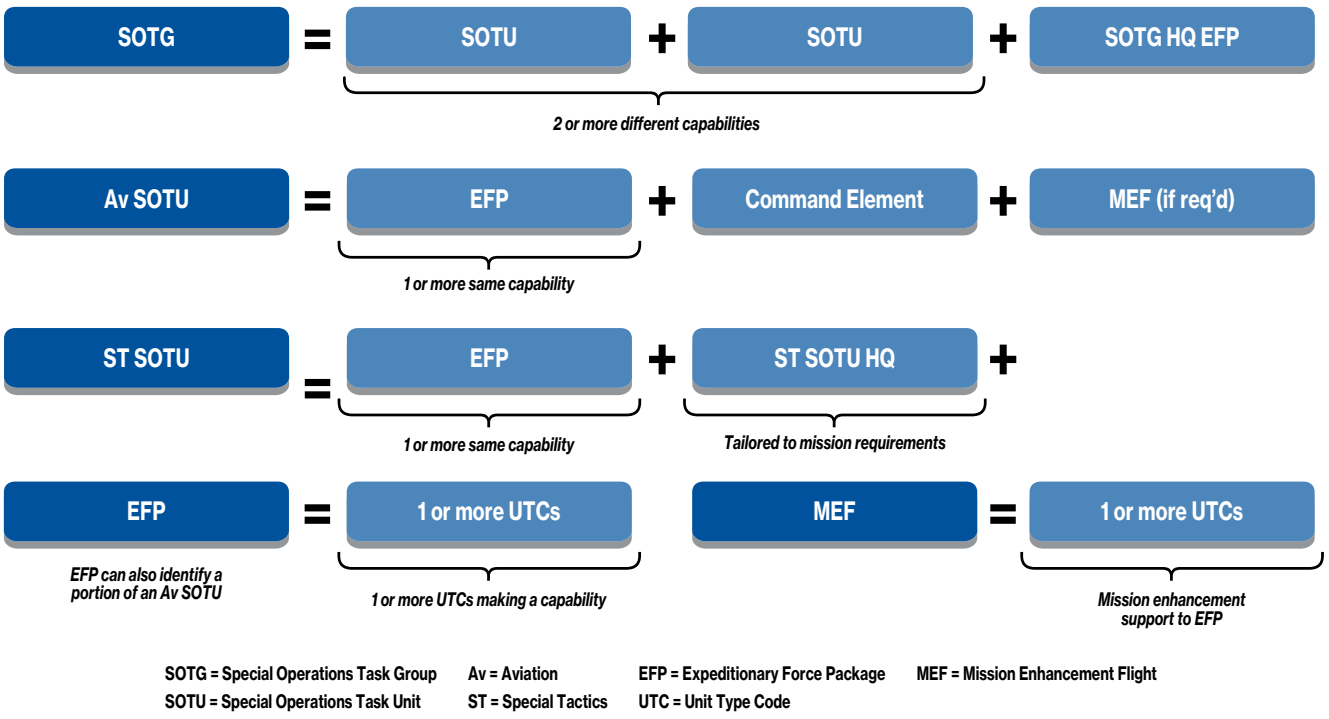


Figure 5.2. Expeditionary options

has 60–250 personnel, depending on aircraft type. Aviation SOTUs consist of an organic C2 element that leads one or more aviation expeditionary force packages (EFPs) of the same aircraft type. Aviation SOTUs serve as the expeditionary framework to marry operations, maintenance, and other vital agile CS functions together during the unit phase and joint/collective phase prior to deployment (commit phase).

ST SOTUs include a C2 element and 1–3 special tactics teams (STTs) with required organic support elements. The ST SOTU is comprised of 32–50 personnel. They plan and conduct multi-domain special operations activities. An STT (e.g., CCT) is comprised of 14 personnel. The STTs are the connectivity of air forces, vying for air superiority, to ground units of action. Additionally, each STT has specialization in the missions of global access, precision strike, and PR. The team leader of an STT is an O-3, and the STT team sergeant is an E-7. The STT has 6-person elements and can conduct split team operations when required. ST professionals can also be attached to other SOF teams.

The mission support team (MST) SOTU is the "support backbone" for the aviation and ST SOTUs. It includes a C2 element along with force support, civil engineering, communications, logistics, security forces, bed-down/sustainment, and contracting capabilities. A SOF medical element is a 3-person (unit type codes [UTC]) that will provide medical support to aviation SOTUs/AFSOC EFPs within the SOTG.

In nearly all situations, SOTUs deploy with a parent SOTG to support peer-echelon missions (i.e., special operations task forces) or conduct independent SOTG missions. SOTUs can operate in areas not collocated with an SOTG HQ and can be geographically dispersed to support TSOC requirements. The SOTU will be wholly dedicated to their AFSOF-unique (i.e., MDS) contribution to the joint fight. A SOTU consists of an organic C2 element and one or more EFPs. EFPs will consist of a conglomerate of maintenance, support, and aviation UTC. There are three distinct types of SOTUs: aviation, ST, and MST.

AC-130U Gunship aerial gunners Tech Sgt. Dan Spurlock, Senior Master Sgt. Dwight Maling and SSgt Ashly Cox from the 4th Special Operations Squadron receive ammo on the hot ramp before a local training mission at Hurlburt Field, Florida. Source: 1st Combat Camera Squadron photo by Master Sgt. Jeremy Lock

At the request of an SOTG commander, an SOTG HQ may deploy an aviation staff augmentation team (ASAT) for use within other U.S.-SOF component-led O-6 or above HQ staffs serving as JTFs leading an SOTG. More specifically, the ASAT plugs into a service-provided O-6 or above HQ staff that requires AFSOF aviation expertise. A theater

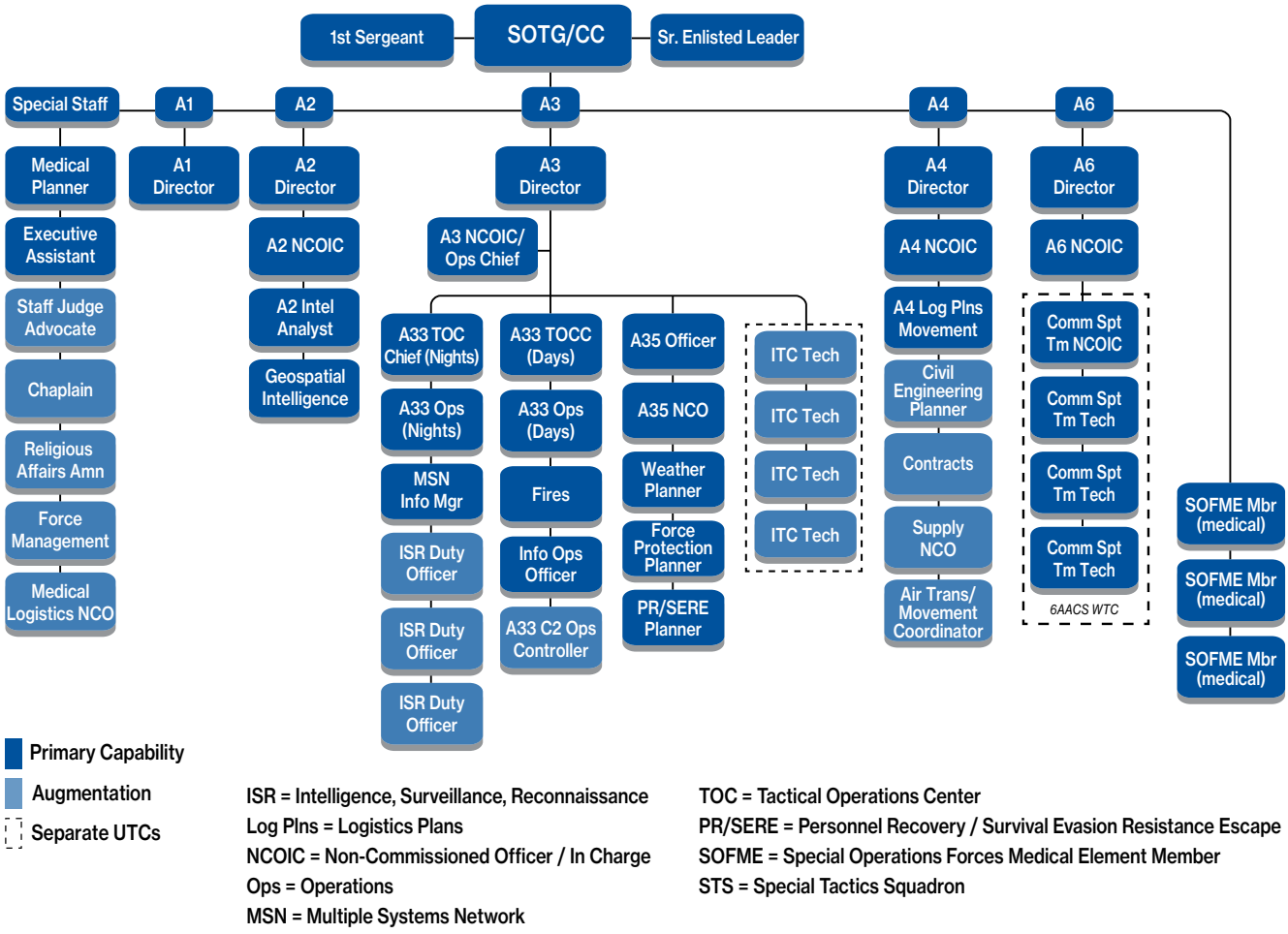


Figure 5.3. Special operations task group notional A-staff structures

air operations squadron (T-AOS) will integrate into each TSOC to be the connectivity to the AFSOF force. See Figure 5.3.

A T-AOS does not have C2 responsibilities. The intent for a T-AOS is to provide a variety of air-related creative, non-kinetic, non-lethal operational options so joint commanders can have greater success, especially regarding competitive advantage below armed conflict.

Each of the five regionally aligned and Wing-assigned T-AOS' will supply all-source intelligence analysis; multi-domain space, cyber, information, and special operations integration; and a robust planning capability to enable combatant commanders and their TSOCs to fully leverage the unique capabilities AFSOC provides.

Working in concert with the TSOCs and coordinating with sister SOF service components, these squadrons will develop a deep understanding of the environment and develop integrated campaign options for operational commanders.

The T-AOS objective is to provide AFSOF capabilities to the TSOC that integrate multi-domain effects into the TSOC campaign plans. A T-AOS can reinforce the concept of supporting partner nation capability, support development and synchronization of AFSOF support to Security Cooperation, to specialized air mobility, and to joint and allied partner nation capacity. A T-AOS includes Intelligence, Multi-Domain, and Operations Flights dedicated to air campaigning in operations short of war.

AFSOC Subordinate Wings

Traditional Air Force wings consist of four groups; in the case of AFSOC wings, these include special operations groups (SOGs), special operations maintenance groups, special operations medical groups, and special operations mission support groups.

Some AFSOC wings are already embracing a transition to force-generation groups that combines the traditional maintenance and operations groups, thereby combining the command elements into one. Traditional AFSOC operational groups consist of squadrons commanded by lieutenant colonels. Each maintenance group consists of maintenance squadrons that are sisters to the operational squadrons. Each medical group has medical, aerospace medicine, and dental squadrons as well as installation clinics. Each support group has squadrons that specialize in services or activities such as civil engineering, communications, contracting, logistics readiness, force support, security forces, and operation support squadrons.

1st Special Operations Wing

Commander, 1 SOW, commands the forces above and is dual-hatted as the Hurlburt Field garrison commander. 1 SOW's operations group is the second-largest active-duty Air Force operations group, and 15–35 percent of the group is deployed at all times to an average of 12 different locations. See Figure 5.4.

The air operations squadron conducts air planning for 1 SOW, special mission units, and theater assets. They control the battle staff, force management, flying hour program, scheduling, IO, and anti-terrorism/force protection for 1 SOW. They also support time-sensitive SOF missions, execute C2 of 1 SOW aircraft, coordinate 1 SOW deployments, lead 1 SOW training, and synchronize the planning and conduct of 1 SOW exercises.

The 11th Intelligence Squadron also partners with U.S. interagency and civilian medical, educational, and technology institutions. The 11th participates in the development of new intelligence technology and assists in

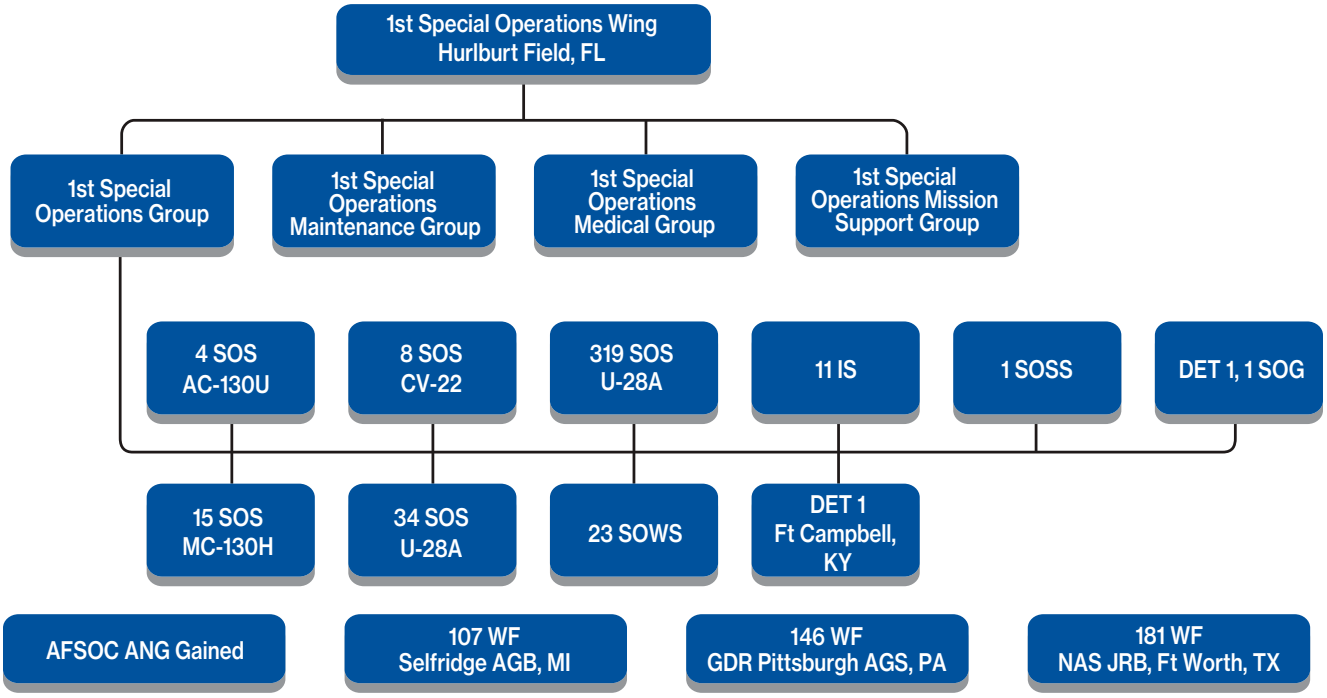


Figure 5.4. 1st Special Operations Wing organization

revolutionizing ISR data management and use. It produces tailored intelligence including multi-intelligence products.

The 23rd Weather Squadron maintains continuous global weather coverage, controls manned and unmanned ISR forecasts and long-range and mission execution forecasts, and is responsible for responsibility for manning a continuous weather alert mission. It is also responsible for test/evaluation of new weather technologies.

The 1st Operations Support Squadron supports employment of joint special operations aviation and persistent airfield operations such as ATC. It also conducts combat airspace and airfield management, air crew support (including chemical and other aircrew training such as SERE), battlefield medical support (including casualty evacuation and decontamination), and military intelligence.

1 SOW Intelligence Flight provides range support including OPFOR, maritime, and assault zone control.

The maintenance group is the fifth largest in the Air Force and, in the last decade, has won multiple top Air Force annual awards with subordinate squadrons doing likewise. They produce 2,000 sorties and 7,000 flying hours annually, support five various forward-deployed locations, and have had forces continuously deployed for 12 years.

The mission support group includes logistics with forward air refueling point (FARP) and air rapid response kit (a bare-base tent system to house personnel and execute operations with a fully functioning C2 node), civil engineering, communications (including tactical), security forces, contracting, and human resources and community services.

The medical group is located primarily at Hurlburt Field but is also distributed to various AFSOC operating locations. It supports worldwide operations with capabilities that range from medical experts conducting foreign internal defense to surgical teams in theaters of war. The medical group includes medical support, aerospace medical, and healthcare operations squadrons.

24th Special Operations Wing

This ST wing is located primarily at Hurlburt Field, Florida, and includes the ST training squadron. See Figure 5.5.

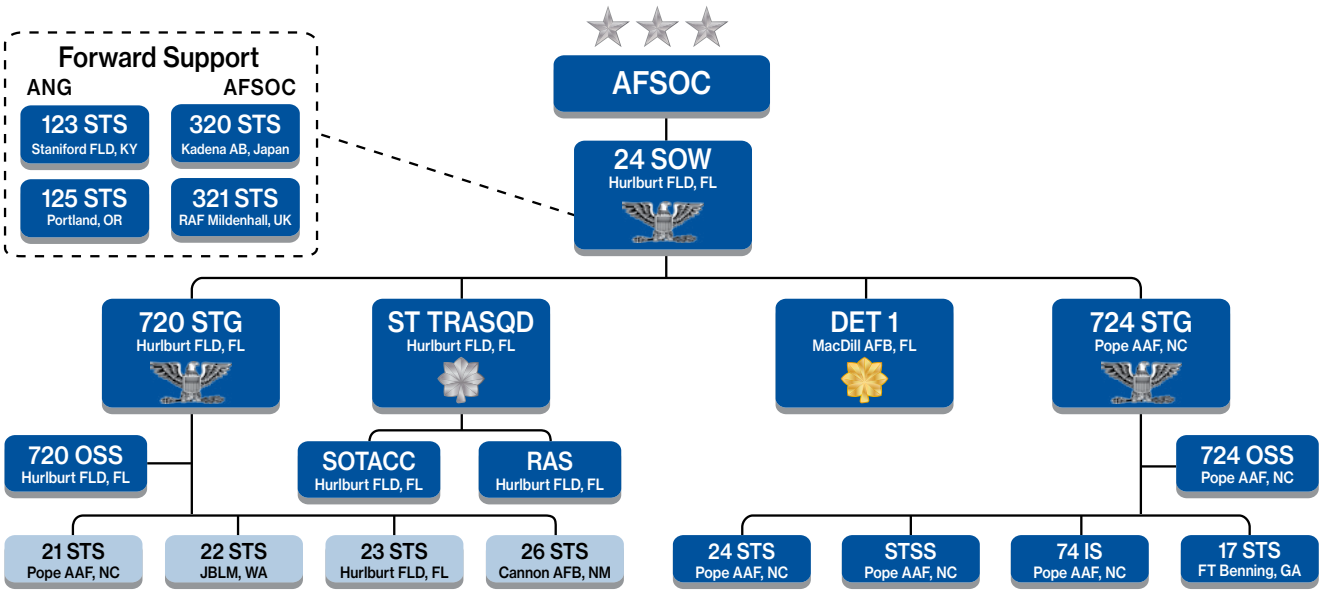


Figure 5.5. 24th Special Operations Wing organization

27th Special Operations Wing

This wing, located at Cannon Air Force Base, New Mexico, is both the garrison command and has integrated combat units that include air platforms; ST; and maintenance, mission support, and medical groups.

The wing's priority combat operations usually fall under the major categories of ISR, precision strike, and SOF mobility. See Figure 5.6.

To exemplify the challenge posed by this dual role, the commander of 27 SOW can be tasked to command an air component within a JTF while dealing with garrison challenges such as inadequate housing, inadequate special medical care, deficient education options, and environmental challenges. Fortunately, as in combat, their professionalism and the talent of their team results in creative solutions such as renovated housing, new dormitory building contracts, coordination for visiting providers and teamwork with local hospitals, emerging education programs, and refurbishment of infrastructure with personal engagement of developers. More than 10 percent of their formation is government civilians, more than 10 percent contractors, and nearly 10 percent tenant units on the base.

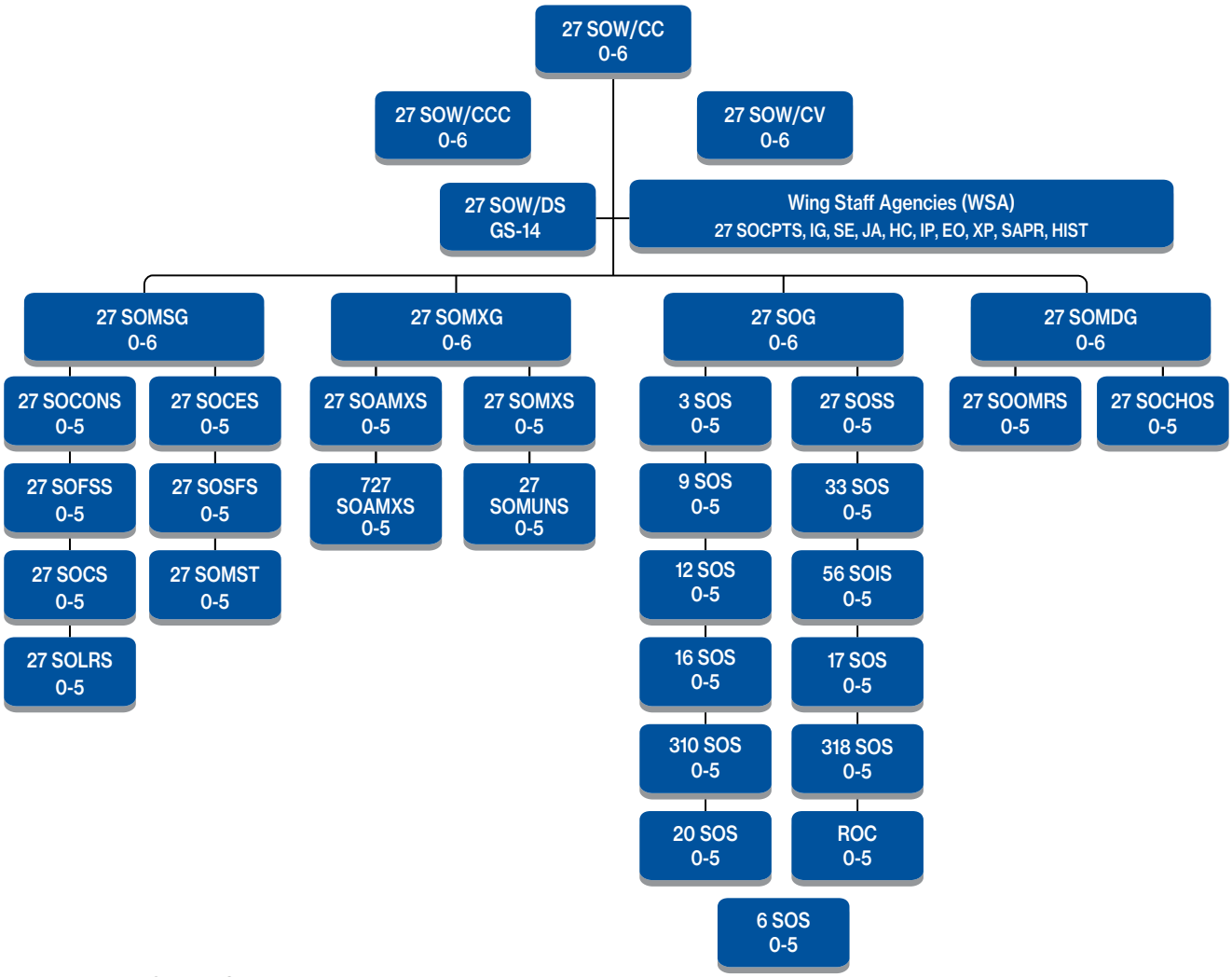


Figure 5.6. 27th Special Operations Wing organization

137th Special Operations Wing

This wing is one of only two ANG wings in AFSOC and is the only military entity flying, training, and maintaining the MC-12W manned ISR weapon system. This ANG wing, headquartered at Will Rogers ANG Base, Oklahoma, reports to the governor via the Oklahoma ANG, except when units or personnel are fully mobilized. The wing is a force provider for GCCs, USSOCOM, TSOCs, and JTFs with manned ISR, CAS, agile CS, cyber, and aeromedical evacuation.

137 SOW is also the only ANG wing designed to deploy continuously and autonomously for 12 months every year as a high-intensity operational reserve. The wing consists of an operations group, a mission support group, and a medical support group.

193rd Special Operations Wing

This wing, headquartered at Harrisburg International Airport, Pennsylvania, is the third-largest wing in the ANG and reports to the governor for domestic operations and to the Department of Defense when units or personnel are fully mobilized for federal missions. The wing provides diverse capabilities, including the MC-130J Commando II, air operations group, tactical air control party, red horse (civil engineers), ANG heavy equipment operator schoolhouse, combat communications, special operations surgical teams, deployed air-ground response element (DAGRE/force protection), and the ANG band in support of the Secretary of Defense for federal missions or contingency operations. The wing will soon be the only MC-130J mission in the ANG. At any given point in time, the wing is working with four separate chains of command that often do not speak to each other: Major Force Program (MFP) 11 Special Operations Forces, MFP 5 Guard and Reserve, Air Combat Command, and the National Guard Bureau. See Figure 5.7.

352nd Special Operations Wing

This wing, located at Mildenhall, United Kingdom, operates as integrated combat units that include an operational and maintenance wing, combining air platforms, ST, maintenance professionals, and the supporting wing staff agency. The wing is the air component of SOCEUR, which has ADCON and OPCON. See Figure 5.8.

353rd Special Operations Wing

Headquartered at Kadena Air Base, Japan, the wing is the sister organization to 352 SOW and is the air component of SOCPAC, which has ADCON and OPCON See Figure 5.9. The wing's mission is to make ready and employ multi-capable adaptable Airmen, providing United States Indo-Pacific Command, partners, and allies

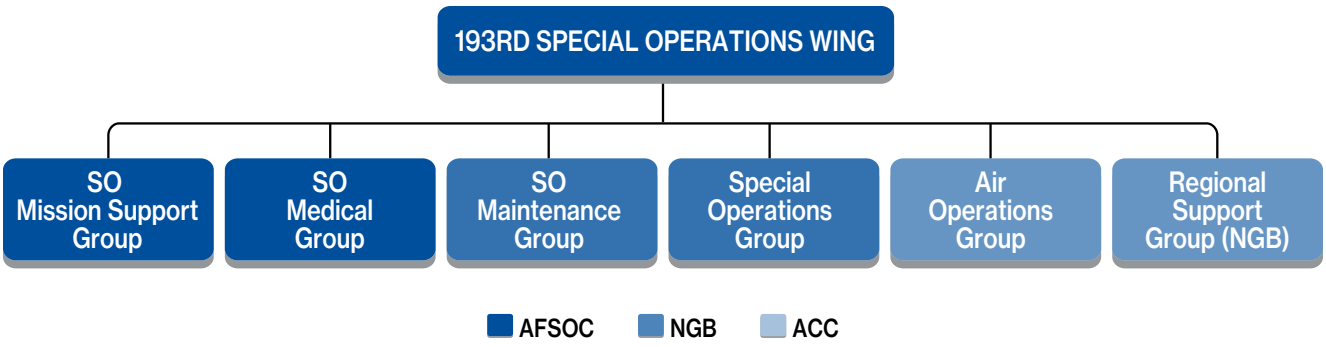


Figure 5.7. 193rd Special Operations Wing organization

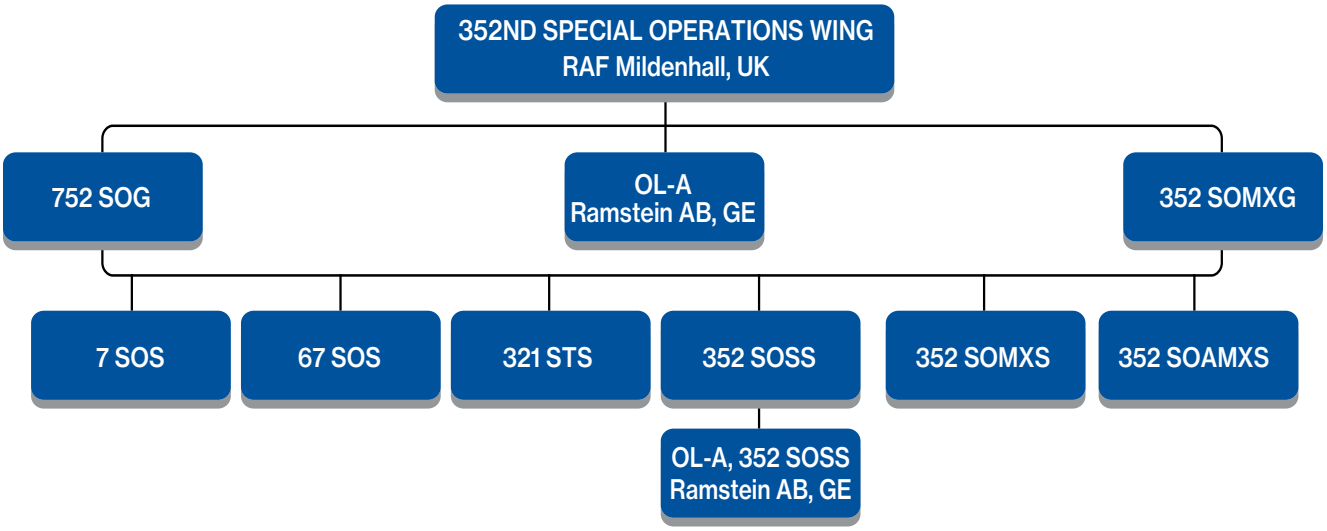


Figure 5.8. 352nd Special Operations Wing organization

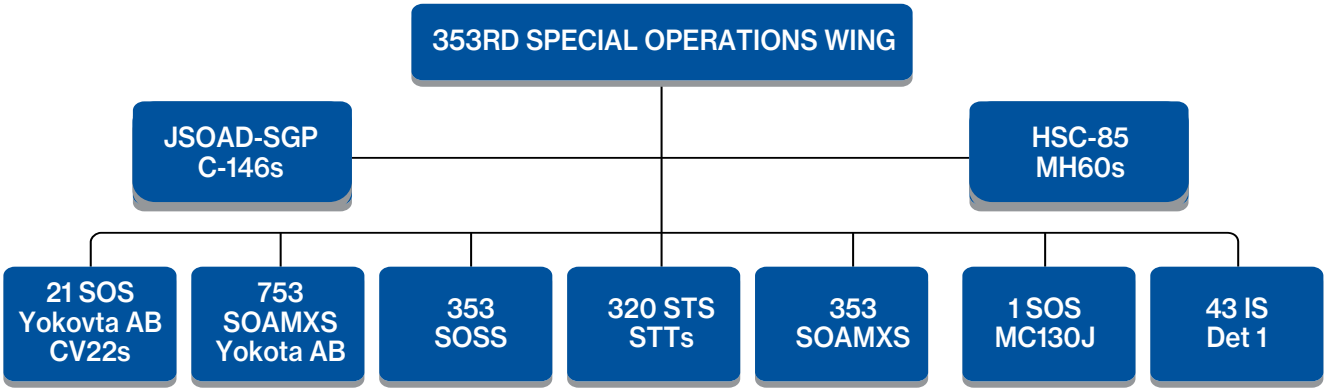


Figure 5.9. 353rd Special Operations Wing organization

unique options across the spectrum of conflict today and tomorrow. Its value is to provide the following:

- Specialized, air-minded options for theater access, integrating multiple domains, shaping the environment, and delivering kinetic and non-kinetic effects
- Persistent theater presence with increased proximity to threats, leveraging deep relationships, granting a time advantage, and ensuring a legacy of credibility
- Responsive, multi-role capability with expeditionary, small-footprint teams of multi-capable Airmen who thrive on being fast and adaptable

492nd Special Operations Wing

Currently at Hurlburt Field, Florida, 492 SOW headquarters expects to relocate to Davis-Monthan AFB, Arizona, in about 2025. 492 SOW is in a period of transition to become a power projection wing. The transition will also allow AFSOC to further diversify its locations to protect against natural disasters by ensuring it can maintain its ability to respond to president-directed missions on very tight timelines. Its mission will be to provide specialized airpower, access, and placement to enable crisis response, C-VEO, conflict, and competition using strike mobility, ISR, and air/ground integration.

Subordinate squadrons will include the 19th SOS, 524th SOS, 492nd SO Training Support Squadron, and 492nd Support Squadron.

Eventually, U-28 Draco fleets at Cannon AFB and Hurlburt Field will be replaced by the OA-1K Armed Overwatch aircraft, and one OA-1K Armed Overwatch squadron will relocate from Hurlburt Field to Davis-Monthan AFB. An MC-130J Commando II squadron will relocate from Cannon AFB to Davis-Monthan AFB to join the 492nd SOW.

An additional MC-130J squadron will activate at Davis-Monthan AFB. The 21st Special Tactics Squadron will relocate from Pope Army Airfield, North Carolina, to Davis-Monthan AFB. The 22nd Special Tactics Squadron will relocate from Joint Base Lewis-McChord, Washington, to Davis-Monthan AFB. The 492nd Theater Air Operations Squadron will activate at Duke Field and transfer to Davis- Monthan AFB.

Currently, the Wing's SOTG is the provisional Air Commando Development Center (ACDC), and its subordinate units are the USAF Special Operations School (USAFSOS), the 371st SO Commando Training Squadron, and an emerging 370th SO Exercise Squadron.

919th Special Operations Wing

This reserve component wing has subordinate unit HQs at Hurlburt Field and Duke Field, Florida. The wing's capabilities include remotely piloted aircraft, non-standard aviation, avFID, DAGRE, combat medical support, C-146 aircraft maintenance schoolhouse, base engineer emergency forces, basing services, and contingency operations support. See Figure 5.10.

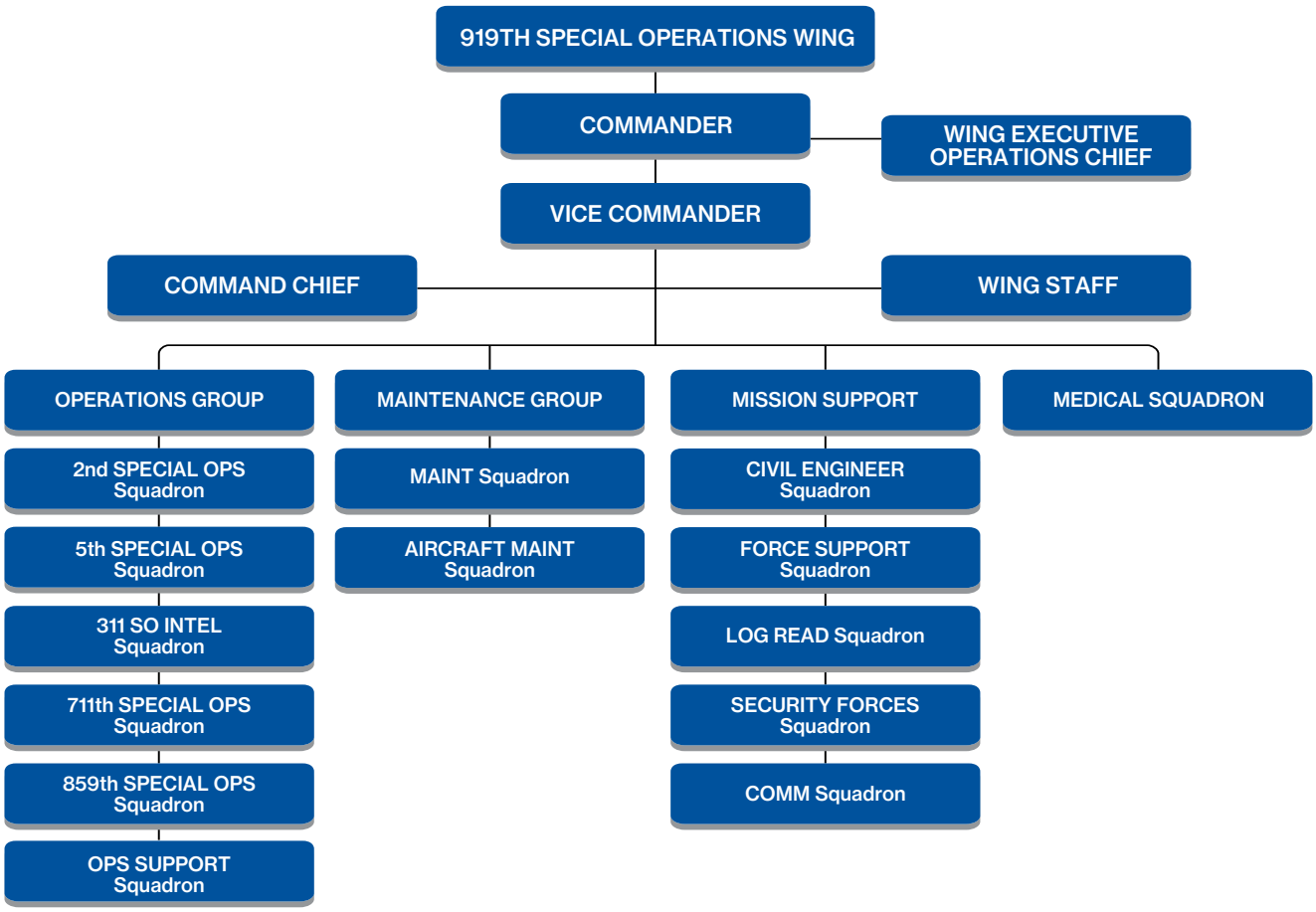


Figure 5.10. 919th Special Operations Wing organization

Two RAAF PC-21 aircraft conduct sorties over the Newcastle region with the US Air Force AC-130J Ghostrider from 17th Special Operations Squadron. Source: Photo by Leading Aircraftman Samuel Miller

An MC-130J Air Commando II flies off the coast of New South Wales, Australia, during exercise Teak Action 21. Source: U.S. Air Force photo by 1st Lt. Joshua Thompson

Air Platforms

MC-130J Commando II

The Commando II supports a range of activities from crisis response to wartime commitment in special operations missions. These missions include day and night infiltration, exfiltration, resupply, aerial refueling of specially modified helicopters and tilt-rotor aircraft, military information support operations, and FARP operations in denied territory using airland or airdrop procedures. Commando II aircraft are capable of in-flight refueling, giving them extended range. Commando II missions may be accomplished either in single ship or formation or in concert with other special operations assets in varying multi-aircraft scenarios to facilitate the airland and airdrop of personnel and equipment on austere, marked, and unmarked landing zone (LZ)/drop zone (DZ), day or night, and in adverse weather. These aircraft can conduct overt, clandestine, and low-visibility operations. They can be employed in a low- to medium-threat environment. The Commando II mission is clandestine or low visibility, single-ship or multi-ship, low-level air refueling missions

An MC-130J Air Commando II conducts helicopter air-to-air refueling with an MH-60 Black Hawk, during exercise Talisman Sabre 21 above Queensland, Australia, July 26, 2021. Source: U.S. Air Force photo by 1st Lt. Joshua Thompson

for special operations helicopters and tiltrotor aircraft and infiltration, exfiltration, and resupply of SOF by airdrop or airland intruding politically sensitive or hostile territories. The MC-130J primarily flies missions at night to reduce probability of visual acquisition and intercept by airborne threats. Its secondary mission includes the airdrop of leaflets. The MC-130J can be employed in a low- to medium-threat environment. See Table 5.1.

The MC-130J includes the following:

- Advanced, two-pilot flight station with fully integrated digital avionics
- Fully populated combat systems operator and auxiliary flight deck stations
- Fully integrated navigation systems with a dual-inertial navigation system and global positioning system and integrated defensive systems
- Universal air refueling capability
- Dual satellite communications for voice/data

TABLE 5.1. MC-130J Commando II

Length	97 ft., 9 in. (29.3m)
Height	38 ft., 10 in. (11.9m)
Wingspan	132 ft., 7 in. (40.4m)
Speed	362 KTAS
Ceiling	28,000 ft.
Load	75 troops or 50 paratroopers
Max Takeoff Weight	164,000 lbs.
Range	3,000 mi. unrefueled
Crew	2 pilots, 1 CSO, 2 loadmasters

ADDITIONAL INFORMATION

- AFTTP3-3.E/MC-130 Combat Aircraft Fundamentals (FOUO)
- AFTTP 3-1.E/MC-130 Tactical Employment (Classified)

An AC-130J Ghostrider assigned to the 4th Special Operations Squadron, Hurlburt Field, Fla., flies over Wisconsin during EAA AirVenture Oshkosh 2021, July 30, 2021. Source: U.S. Air Force photo by Master Sgt. Christopher Boitz

AC-130J Ghostrider

The AC-130 is a C-130 aircraft modified with gun systems, electronic and electro-optical (EO) sensors, fire control systems, enhanced navigation systems, sophisticated communications, defensive systems, and inflight refueling capability. See Table 5.2. The AC-130J Ghostrider's primary missions are CAS—,air interdiction with associated collateral missions such as armed reconnaissance. CAS missions include troops in contact, convoy escort, and point air defense. Air interdiction missions are conducted against pre-planned targets or targets of opportunity and include strike coordination and reconnaissance and overwatch mission sets. The AC-130J provides ground forces an expeditionary, direct-fire platform that is persistent, ideally suited for urban operations, and delivers precision low-yield munitions against ground targets.

Additionally, the AC-130 can receive Predator unmanned aircraft video to find and fix targets, allowing the AC-130 to stand off in a safer environment until the target is identified by the Predator. These systems give the gunship crew the capability to acquire and identify targets day or night, coordinate with ground forces and C2 agencies, and deliver surgically precise firepower in support of both conventional and special operations missions. The gunship is best suited for the CAS mission and has a unique capability to deliver ordnane in extremely close proximity to friendly forces in a combat situation. See Table 5.2.

TABLE 5.2. AC-130J Ghostrider

Length	97 ft., 9 in (29.3m)
Height	39 ft., 2 in. (11.9m)
Wingspan	132 ft., 7 in. (39.7m)
Speed	362 KTAS
Ceiling	28,000 ft.
Load	Weapons & Crew
Max Takeoff Weight	164,000 lbs.
Range	3,000 mi. unrefueled
Crew	2 pilot, 1 WSO, 1 CSO, 4 SMA, 1 sensor operator

A CV-22 Osprey helicopter assigned to the 353rd Special Operations Group takes off from the flight deck of the amphibious transport dock ship USS Green Bay (LPD 20). Source: U.S. Navy photo by Mass Communication Specialist 2nd Class Anaid Banuelos Rodriguez

CV-22 Osprey

The CV-22 Osprey is a tiltrotor platform that can self-deploy to an area of operations, eliminating dependence on strategic airlift and additional time to tear down and build up vertical-lift assets. The CV-22 has the nacelles (engine and prop-rotor group) on each wing and can rotate into a forward position and achieve speeds up to 240 mph. It has a vertical takeoff and landing capability, speed comparable to an MC-130, double the unrefueled range, and is much quieter than an MH-53M, reducing exposure to enemy threats. It also has improved survivability, reliability, maintainability, and reduced weapon system support force structure. The CV-22 is designed for penetrating denied airspace and conducting infiltration, PR, exfiltration, and resupply missions. The CV-22 has an advanced electronic warfare suite, a multi-mode radar that permits flight at very low altitude in zero visibility, a retractable aerial refueling probe, and four secure radios. See Table 5.3.

TABLE 5.3. CV-22 Osprey

Length	57 ft., 4 in. (17.4m)
Height	22 ft., 1 in. (6.73m)
Wingspan	83 ft., 10 in. (25.7m)
Speed	280 KTAS
Max Vertical Takeoff Weight	52,600 lbs. (23,858 kg.)
Max Rolling Takeoff Weight	60,500 lbs. (27,442 kg.)
Range	1,500 nm., more than 2,500 nm. is possible with 1 aerial refueling and auxiliary tanks
Crew	1 pilot, 1 copilot, 2 flight engineers

ADDITIONAL INFORMATION

- AFTTP 3-3.CV-22 Combat Aircraft Fundamentals (FOUO)
- AFTTP 3-1.CV-22 Tactical Employment (Classified)

C-146A Wolfhounds sit on the flightline at Duke Field, Florida. Air commandos from the Air Force Reserve Command's 919th Special Operations Wing work alongside active-duty members and contractors to ensure the C-146As are able to execute missions in austere environments around the globe on short notice. Source: U.S. Air Force photo by Senior Airman Dylan Gentile

C-146A Wolfhound

The C-146A is the U.S. Air Force designation for the Dornier Do328 utility aircraft that provides inter- and intra-theater support for SOF. The C-146A Wolfhound is a twin-engine utility aircraft that has a crew of two pilots and a single load master. The aircraft is equipped with weather radar, communications, and navigation gear. Selected for its speed, versatile performance characteristics, and ability to operate from short and unimproved runway surfaces, this aircraft is also certified to land on dirt and grass strips. This regional turboprop can operate from shorter runways than a C-130 and can carry up to 32 passengers or a payload of up to 8,135 pounds. See Table 5.4.

TABLE 5.4. C-146A Wolfhound

Length	69 ft., 10 in (21.29m)
Height	23 ft., 9 in. (7.24m)
Wingspan	68 ft., 10 in. (20.98m)
Speed	270 KTAS
Ceiling	31,000 ft.
Load	30,843 lbs.
Max Takeoff Weight	1,500 nm.
Range	2 pilots, 1 loadmaster
Crew	2 pilot, 1 WSO, 1 CSO, 4 SMA, 1 sensor operator

A U-28A Draco assigned to the 319th Special Operations Squadron is parked on the flightline at Hurlburt Field, Florida. The Draco's mission is to provide manned fixed-wing tactical airborne intelligence, surveillance, and reconnaissance support to humanitarian operations, search and rescue, conventional and special operations missions worldwide. Source: U.S. Air Force photo by Airman 1st Class Blake Wiles

U-28A Draco

The U-28A is the Air Force variant of the Pilatus PC-12 and provides versatile performance characteristics and the ability to operate from short and unimproved runway surfaces. The aircraft is primarily an ISR aircraft and has weather radar and a suite of advanced communications and navigation gear. This single-engine utility aircraft has a crew of two but can be flown by one pilot. The aircraft can operate from shorter runways than a C-130. Due to its efficient design and the use of a single engine, the direct operating cost is about a third less than a comparable multi-engine aircraft and nearly half that of the nearest comparable jet. The U-28 has multiple secure communications suites. The aircraft is equipped with two sensors with capabilities of a day variable-aperture TV camera, a variable-aperture IR camera (for low light/night), and a synthetic aperture radar for looking through smoke, clouds, or haze. See Table 5.5.

Its assets include the following:

- Manned fixed-wing, on-call/surge capability for improved tactical airborne ISR and C2, including support of special operations ground assault and helicopter assault force support
- Support of collection (imagery intelligence [IMINT]) of high-value targets, target development to establish systemic patterns, and direct action
- Communications relay through robust radio suite
- Datalinks with multiple platforms and imaging sensors that can be viewed as separate HD, full-motion video (FMV) video streams with sensors providing ground picture
- Line-of-sight (LOS) and below-LOS (BLOS) FMV broadcast to the ground force commander and C2 nodes
- Unimproved LZ operations, small logistical footprint and low noise signature, and efficient fuel consumption for long station time

TABLE 5.5. U-28A Draco

Length	47 ft., 3 in. (14.4m)
Height	14 ft. (4.25m)
Wingspan	53 ft., 3 in. (16.23m)
Speed	220 KTAS
Max Takeoff Weight	10,935 lbs.
Range	1,500 nm.
Crew	2 pilots, CSO, TSO
Range	3,000 mi. unrefueled
Crew	2 pilot, 1 WSO, 1 CSO, 4 SMA, 1 sensor operator

ADDITIONAL INFORMATION

- AFITP 3-1. U-28 Tactical Employment (classified)

A U.S. Air Force aircrew from the 361st Expeditionary Reconnaissance Squadron taxis to the runway in an MC-12 Liberty as they prepare for take off for operations. The MC-12 provides full-motion video and signals intelligence to assist battlefield commanders. Source: U.S. Air Force photo by Staff Sgt. Eric Harris

MC-12W Liberty

This manned, tactical ISR platform provides full spectrum support to ground forces and intelligence collection within the special operations domain. The MC-12W is a medium- to low-altitude, twin-engine turboprop aircraft. Its primary mission is providing ISR support directly to ground forces. See Table 5.6. The MC-12W is a joint forces air component commander asset.

The MC-12W is also a complete collection, processing, analysis, and dissemination system. A fully operational system consists of a modified aircraft with mission system suite, EO infrared sensors, LOS and satellite communications datalinks, and a robust voice communications suite.

The MC-12W capability supports all aspects of the Air Force IW mission (counterinsurgency, FID, and building partnership capacity). It capitalizes on connecting the human factor in providing integration within the changing environment with capabilities that include the following:

- IMINT/ signal intelligence
- C2 relay
- Management of flying operations
- Airfield management
- Weather

TABLE 5.6. MC-12W Liberty

Length	46 ft., 8 in. (14.22m)
Height	14 ft., 4 inches (4.37m)
Wingspan	57 ft., 11 in. (17.65m)
Speed	312 KTAS
Ceiling	35,000 ft. (10,668m)
Load	75 troops or 50 paratroopers
Max Takeoff Weight	16,500 lbs.
Range	2,400 nm.
Crew	2 pilot, 1 WSO, 1 CSO, 4 SMA, 1 sensor operator

An MQ-9 Reaper, armed with GBU-12 Paveway II laser guided munitions and AGM-114 Hellfire missiles flies a combat mission over southern Afghanistan. Source: U.S. Air Force by Lt. Col. Leslie Pratt

MQ-9 Reaper

The MQ-9 Reaper is a medium- to high-altitude, long-endurance, remotely piloted aircraft. The primary mission of the MQ-9 is as a persistent hunter-killer against emerging targets to achieve joint force commander objectives. The alternate mission for the MQ-9 is as an ISR asset with sensors and TV imagery to provide real-time data. See Table 5.7. The typical system consists of several aircraft, a ground control station, communication equipment and links, spares, and personnel who can be a mix of active duty and contractor personnel. The crew for the MQ-9 is a pilot and a sensor operator who operate the aircraft from a remotely located ground control station. The MQ-9 delivers tailored capabilities using mission kits that may contain various weapons and sensor payload combinations.

The video from each of the LOS and BLOS imaging sensors can be viewed as separate FMV video streams or fused with the infrared(IR) sensor video. The laser rangefinder/designator provides the capability to precisely designate targets for laser-guided munitions. Synthetic aperture radar will enable joint direct attack munitions targeting. The aircraft is also equipped with a color nose camera generally used by the pilot for flight control and has an extended range and loiter time of more than 24 hours.

For CAS, the aircraft is a stable platform with scalable weapons effects (multiple AGM-114 variants—GBU-12, GBU-38, GBU-49.). Crews can disassemble each aircraft into main components and load it into a container for air deployment worldwide in Air Force airlift assets such as the C-130. The MQ-9 air vehicle operates from standard U.S. airfields.

TABLE 5.7. MQ-9 Reaper

Length	36 ft. (11m)
Height	12.5 ft. (3.8m)
Wingspan	66 ft. (20.1m)
Speed	240 KTAS
Ceiling	50,000 ft. (15,240m)
Max Takeoff Weight	10,500 lbs.
Range	1,150 mi.
Crew	1 pilot, 1 sensor operator
Crew	2 pilot, 1 WSO, 1 CSO, 4 SMA, 1 sensor operator

ADDITIONAL INFORMATION

- AFTTP 3-3.MQ-9 Combat Aircraft Fundamentals (FOUO)
- AFTTP 3-1.MQ-9 Tactical Employment (classified)

Marines with Marine Raider Support Group execute helicopter borne training during a Special Operations Capabilities Specialist D (Multi-Purpose Canine Handler) training course in Yuma Proving Ground, Ariz., which included basic urban and desert operations training. Source: U.S. Marine Corps photo by Cpl. Brennan Priest

CHAPTER SIX

United States Marine Corps Special Operations Forces

MARINE SPECIAL OPERATIONS COMMAND

In October 2005, the Secretary of Defense directed the Marine Corps to form a service component of USSOCOM and begin providing for USSOCOM commander.

Marine Special Operations Command (MARSOC) was formally established on 24 February 2006 with initial manpower authorization of approximately 2,600 Marines, Sailors, and civilian employees. MARSOC headquarters are located at Camp Lejeune, North Carolina.

MARSOC trains, organizes, equips, and, when directed by the USSOCOM commander, provides task-organized Marine Special Operations Forces (MARSOF) worldwide in support of combatant commanders and other agencies. MARSOC elements can create strategic impact because they are armed with regionally focused language skills, cultural understanding, and state-of-the-art equipment. These MARSOF provide a level of ability and understanding necessary for solving complex problems that are not always military in nature.

MARSOC includes three subordinate commands: Marine Raider Regiment (MRR), Marine Raider Support Group (MRSG), and Marine Raider Training Center (MRTC). A Marine Corps major general commands MARSOC with a supporting staff designed to be compatible in all functional areas within USSOCOM and Marine Corps Headquarters (HQ). The MARSOC HQ is responsible for identifying Marine special operations-unique requirements; developing MARSOF tactics, techniques, procedures, and doctrine; and executing assigned missions in accordance with designated conditions and standards. See Figure 6.1.

MARSOC Chain of Command

MARSOC is an assigned force to USSOCOM, and the MARSOC commander reports directly to the USSOCOM commander. The MARSOC commander exercises operational control (OPCON)—delegated by the USSOCOM commander—of all MARSOF based in the U.S. and administrative control (ADCON) over all MARSOF in accordance with the USSOCOM commander and Commandant of the U.S. Marine Corps (CMC) guidance.

For Marine Corps-specific administrative and other matters, the MARSOC commander reports directly to the CMC. The MARSOC commander develops the program objective memorandum and budget estimate submission for the USSOCOM commander (Major Force Program [(MFP])-11) and Marine Corps (MFP-2) and ensures adherence to Marine Corps special-interest items.

MARSOC Mission

MARSOC recruits, organizes, trains, equips, and deploys task-organized and scalable expeditionary MARSOF worldwide to accomplish special operations missions assigned by the USSOCOM commander and/or geographic combatant commanders (GCCs) via the TSOCs.

The USSOCOM commander has assigned the MARSOC commander the following SOF core activities:

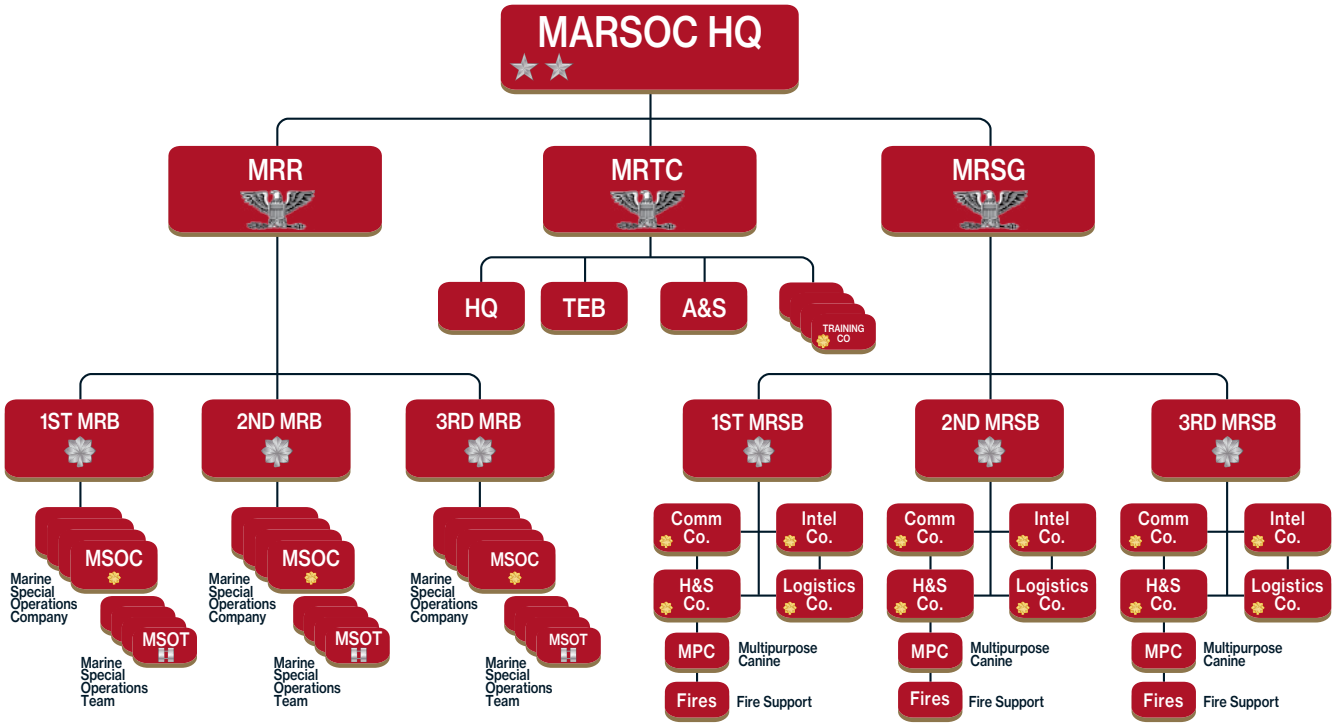


Figure 6.1. Marine Special Operations Command organization

- Direct action (DA)
- Special reconnaissance (SR)
- Counterterrorism
- Foreign internal defense (FID)
- Security force assistance (SFA)
- Counterinsurgency (COIN)
- Support to countering weapons of mass destruction
- Support to unconventional warfare

Although not assigned specifically, MARSOC will support other SOF core activities of hostage rescue and recovery, foreign humanitarian assistance, military information support operations, and civil affairs operations as required.

Marine Special Operations Command Personnel

A direct task within the MARSOC mission is to recruit personnel from within the Marine Corps for service with MARSOC. All combat and combat support (CS) personnel in MARSOC are recruited and screened. MARSOC recruits exclusively from within the Marine Corps and not directly from the civilian population. Recruiting from within a pool of trained, mature Marines allows MARSOC to focus on advanced training and to build on the strategic awareness and Marine air-ground task force (MAGTF) concepts common to all experienced Marines. Team cohesion and expertise are integral to success in any special operations force and can only be built over time. MARSOC is responsible for recruiting and screening appropriate personnel for service in three groups: SOF officers, critical skills operators (CSO), and special operations capabilities specialists (SOCS).

Special Operations Officer

Officers assigned to lead a Marine special operations team (MSOT) attend both assessment and selection (A&S) and the individual training course (ITC) alongside the CSO candidates. See Figure 6.2.

Upon graduation from the ITC, they are awarded the 0370 Primary Mission Occupational Specialty (MOS) and attend the Team Commander Course. SOF officers are then assigned to a Marine special operations battalion (MSOB) for initial

service as team commanders and other SOF billets as they continue to serve as Marine officers in the special operations community. As the career of a SOF officer progresses, the billets demand greater responsibility. Assignments include billets at a Marine special operations company (MSOC), MRB, the MRR, MRTC, MARSOC HQ, and SOF billets external to the component.

Critical Skills Operator

MARSOC critical skills operators (CSOs) are the backbone of Marine SOF. These Marines undergo a rigorous A&S process followed by extensive individual training to prepare them for the full range of special operations missions. See Figure 6.2.

CSOs are trained, organized, and equipped to accomplish special operations in diverse environments, under arduous conditions, and with varying degrees of political sensitivity. Methods of insertion and extraction include surface and subsurface platforms, fixed-wing and vertical-lift aircraft, and ground mobility platforms. MARSOF are highly skilled in FID, DA, and SR missions to include the combat advising of friendly military and/or other forces. While trained to operate in all environments and conditions, MARSOF conducts mission-specific training and preparation that focuses on the conditions and threat anticipated in a given area of operations. All CSOs are trained to conduct the full range of special operations activities assigned to MARSOC. CSOs are trained for certain specialty skills resident in each team, including the following:

- Intelligence operations (to include sensitive site exploitation)
- SR (to include technical surveillance operations and exploitation)
- Weapons employment (to include breaching, sniping, and joint fires)
- Communications (voice/data transmission across multiple pathways and networking)
- Limited engineering (mobility, counter-mobility, and survivability)
- Aviation and airborne operations (air assault/support, static line, and free fall)
- Dive/amphibious operations (open- and closed-circuit diving and small boat coxswain)
- Ground mobility (advanced driving and basic mechanic skills)
- Regional expertise (to include specific language and cultural training)

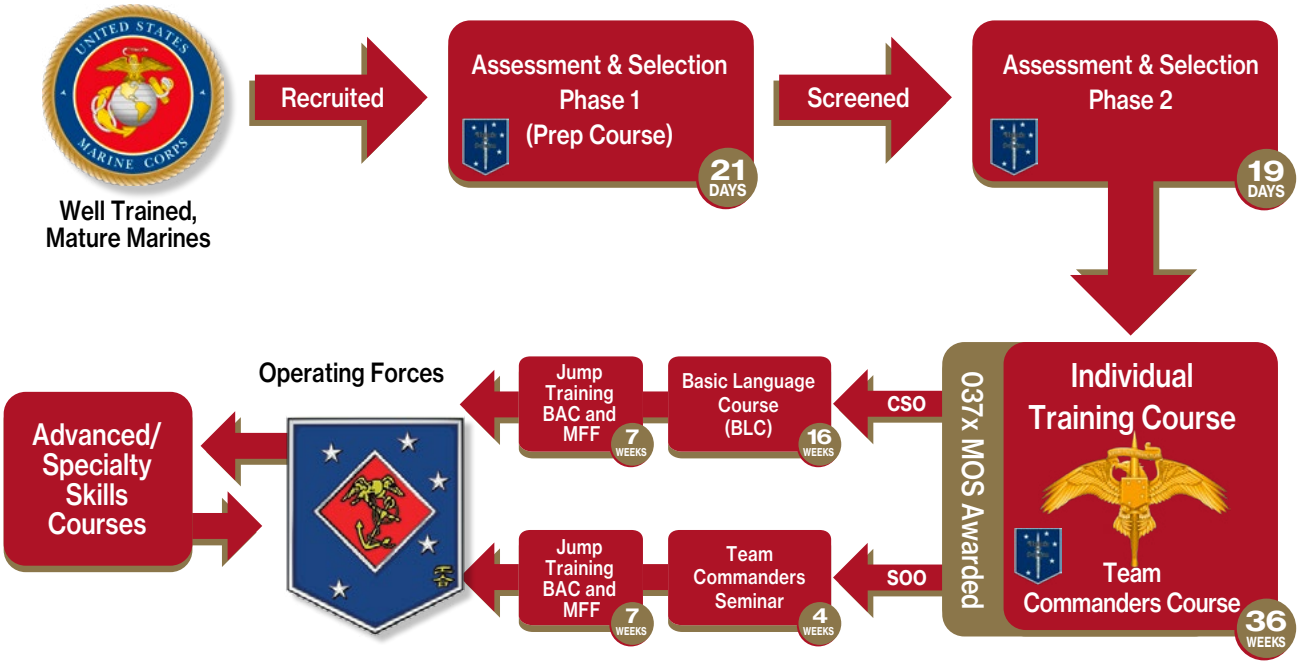


Figure 6.2. Special operations officer and critical skills operator training pipeline

- Environmental skills (e.g., military mountaineering and jungle warfare)

Special Operations Capabilities Specialist

SOCSs are those Marines who have specific skills in areas including intelligence, communications, fire support, explosive ordnance disposal (EOD), and multi-purpose canine (MPC) teams. They frequently deploy alongside MSOTs and MSOCs. Most defense collaboration services personnel must meet the same screening requirements as CSOs, and they receive an appropriate level of SOF-related training. See Figure 6.3.

Combat Service Support

Combat service support (CSS) personnel are Marines who fill administrative and logistics billets in support of MSOCs and MRBs. These billets range across CSS functional areas such as fiscal and administrative clerks, ammunition and supply technicians, specialized medical and engineer support, and various maintenance specialties. CSS Marines are screened based upon the requirements of their individual specialty.

Command and Control

The range of operations assigned to MARSOF requires a high level of flexibility and the ability to operate within the various command structures. MARSOF can work unilaterally under the MRR, as part of a joint special operations task force (JSOTF), as a special operations task force (SOTF), or as part of a Marine Corps component of a joint task force.

Concept of Employment

MARSOF are instilled with the Marine Corps' integrative approach to building task-organized forces, as seen in MAGTFs, and a

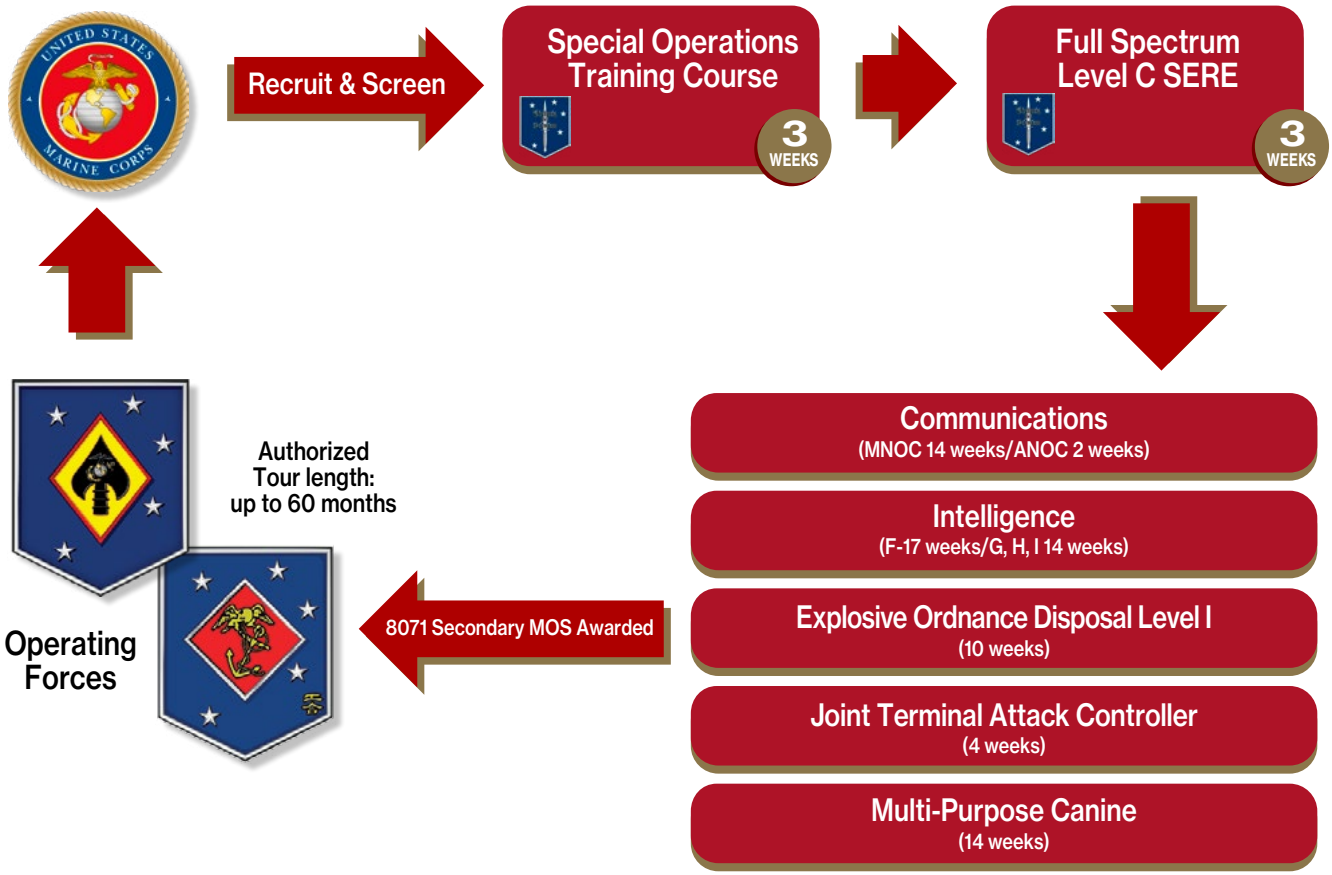


Figure 6.3. Special operations capability specialist training pipeline

historical familiarity with the amphibious and littoral operating environments. The "small wars" heritage of the MARSOC and MAGTF mentality drives an emphasis on well-developed intelligence gained by employing all-source intelligence professionals down to the team level while supporting robust command and control (C2) capabilities at all levels. This makes MARSOC well-suited for SFA, FID, and COIN missions supported by related core activities and tasks.

The enabled MSOC is task organized to meet TSOC requirements. The force composition includes an enabled C2 element that leads a cohesive MSOC deployed to support TSOC missions. The enabled capabilities of the MSOC include a fused intelligence section with capabilities organic to the smallest SOF element, supported by a robust communications capability and architecture that provides redundant networks to both higher and lateral units. The assigned logistics element ensures sustained support in the most austere environments. This concept of employment allows the MSOC to operate across the full spectrum of special operations.

MARINE SPECIAL OPERATIONS COMMAND UNITS

Marine Raider Regiment

The MRR is located at Camp Lejeune, North Carolina, and consists of a HQ company and three Marine Raider battalions (MRB). See Figure 6.4.

The MRR, which is led by a Marine Corps colonel, provides the capability to form the nucleus of a JSOTF as well as tailored military combat skills training and advisor support for identified foreign forces to enhance their tactical capabilities and prepare the environment as directed by USSOCOM.

Marines and Sailors of the MRR train, advise, and assist friendly host nation forces—including naval and maritime military and paramilitary forces—to enable them to support their governments' internal security and stability, counter subversion, and reduce the risk of violence from internal and external threats. MRR deployments are coordinated by MARSOC, through USSOCOM, and in accordance with engagement priorities for overseas contingency operations.

EQUIPMENT. The MRR employs a combination of SOF-peculiar and service-common equipment utilized by subordinate units during the conduct of SOF missions and tasks. This wide array of equipment supports capability in insertion/extraction, weapons/optics, communications, logistics, mobility (air, land, and sea), and supporting skills-required equipment (e.g., joint terminal attack controller, EOD, medical, MPC, and unmanned aircraft system).

Marine Raider Battalion

There are three MRBs within the MRR. They are 1st MRB, located at Camp Pendleton, California, and 2nd MRB and 3rd MRB, both located at Camp Lejeune, North Carolina.

Each MRB is commanded by a Marine Corps lieutenant colonel and organized, trained, and equipped to deploy for worldwide missions as directed by MARSOC. See Figure 6.5.

MRBs are composed of Marine special operations companies (MSOC) and task-organized with personnel uniquely skilled in special equipment support, intelligence, and fire support.

Marine Special Operations Company

The MSOC is commanded by a Marine Corps major and capable of deploying task-organized, expeditionary SOF to conduct operations in support of the GCCs. See Figure 6.5. When deployed, each MSOC is augmented with a direct intelligence support and enabler capability. The enabling capabilities include a vast array of support ranging from EOD to MPC handlers. This enabling package and direct intelligence support provides a tremendous level of capability to commanders at the tactical level and makes the MSOC a complete operations and intelligence-integrated package.

Members of 1st Marine Raider Battalion practicing breaching onboard a ship at night. Photo by Staff Sgt. Robert Storm

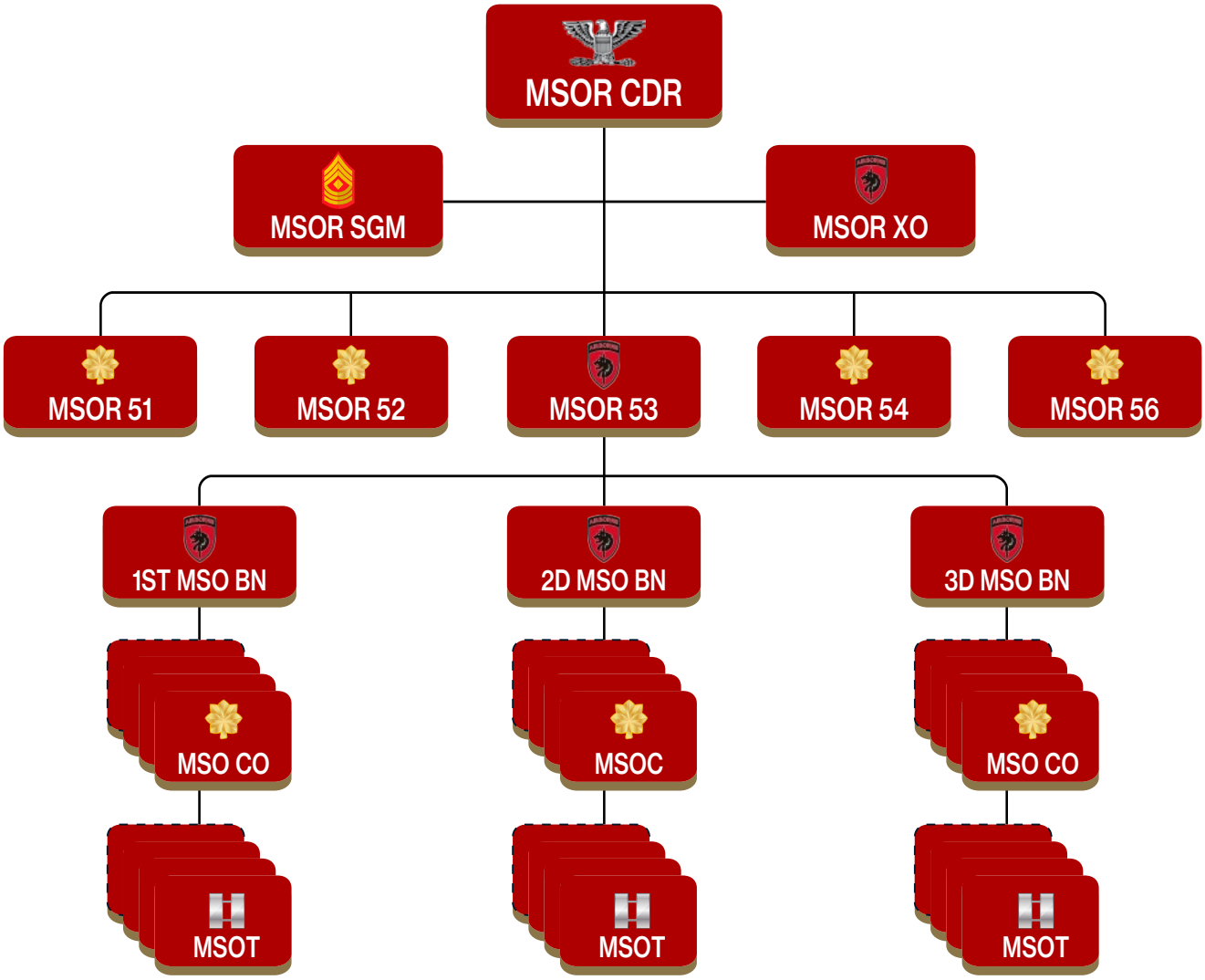


Figure 6.4. Marine Raider Regiment task organization

Figure 6.5. Marine Special Operations Command operational employment

The enabled MSOC is task-organized to meet TSOC requirements. The force composition includes a fully enabled C2 element that leads a cohesive MSOC trained and certified to support TSOC missions. The enabled capabilities of the MSOC include a fused intelligence section with capabilities organic to the smallest SOF element supported by a robust communications capability and architecture that provides redundant networks to both higher and lateral units. The assigned logistics element ensures sustained support in the most austere environments. This concept of employment allows the MSOC to operate across the full spectrum of special operations. See Figure 6.6.

Figure 6.6. Depiction of the enabled Marine Special Operations Command

Some of the unique support capabilities organic to the MSOC based upon mission analysis may include the following:

Explosive Ordnance Disposal

EOD technicians assigned to MARSOC are organic to the MRBs. They are specially screened and trained Marine EOD technicians who serve in support of MARSOC's core activities. EOD technicians play a key role in pre-deployment training, supporting current operations, and preparing for future operations. They also provide necessary defeat-the-device capability and play a critical role in attack-the-network operations in support of MARSOC operations.

Joint Terminal Attack Controller

Joint Terminal Attack Controllers (JTAC) plan, request, and control conventional and SOF strike assets, coordinate assault support and casualty evacuation, and integrate airborne intelligence, surveillance, and reconnaissance.

Multi-Purpose Canine Lethal Attack

- Human and explosive detection
- Tracking
- Method of control—on leash or off leash (300–500 meters)

Command, Control, Communications, and Computers Support Team

Command, control, communications, and computers (C4) support team (C4ST) mission is to plan, install, operate, maintain, protect, and configure wideband voice, video, and data networks in support of MSOC HQ and area C4 requirements. The C4ST deploys with a satellite network system

A U.S. Marine Special Operations Team scales up the port side of the littoral combat ship USS Independence (LCS 2). Source: U.S. Navy photo by Mass Communication Specialist 2nd Class Corey T. Jones

SDN-M, which provides the MSOC with all data-based services to include the Non-classified Internet Protocol Router Network (NIPRNET), the Secret Internet Protocol Router Network (SIPRNET), the Joint Worldwide Intelligence Communications System (JWICS), and access to the National Security Agency Network (NSANet).

Each C4ST contains four C4 support elements (C4SE); each is composed of one special operations capability specialist-communications with a wideband satellite network system SDN-L(VX/V3B), which provides the MSOT with data services that include NIPRNET and SIPRNET and, when coupled with the Silent Dagger, JWICS and NSANet.

The C4SE mission is to plan, install, operate, maintain, protect, and configure wideband, voice, video, and data networks in support of MSOT HQ and area C4 requirements.

Direct Support Team

The direct support team (DST) is the primary intelligence support unit within MARSOC and is task-organized to provide the supported commander with true, all-source, fused intelligence. All-source analysts enable the commanders using advanced analytic techniques fed by information from external collection and national databases and organic signals intelligence, counterintelligence/human intelligence, geospatial intelligence, and operationally derived collection.

The DST is capable of splitting into direct support elements (DSE) to provide cross-functional, integrated intelligence collection and support down to the lowest tactical level.

The success of the DST is that all MARSOC intelligence professionals are experienced analysts and collectors with deployment experience before they arrive because they are hand selected by MARSOC leadership from the broader Marine Corps intelligence pool. On arrival and before they can deploy with MARSOF, they are certified via SOF level-one training that revolves around a multi-disciplined intelligence operator's course. This course cross-trains every collector and analyst in the basic skills for each intelligence field to enhance interoperability and then provides advanced training in their specific field. The end state is a SOF intelligence Marine who can enable SOF missions and support GCC requirements across the globe.

Marine Special Operations Team

MSOTs are the smallest operational element in MARSOC, and all MARSOF capabilities begin with this base element. All MSOTs are small, highly trained teams capable of independent operations, but the additional training of individuals within each team provides advanced capabilities specific to the operation that the MSOT has been aligned against. See Figure 6.7.

The MSOT includes additional advanced skills in specific areas that further enhance the capability of the team. Typically, a MSOT will maintain advanced proficiency in engineering, weapons, operations/intelligence, communications, and MARSOF independent duty corpsman or SOCS corpsmen. By design, an MSOT can operate as two separate elements geographically dispersed for limited periods supported by the MSOC.

Figure 6.7. Marine Special Operations Team composition

MARINE RAIDER SUPPORT GROUP

The MRSG is a MARSOC subordinate command located at Camp Lejeune, North Carolina. The MRSG is commanded by a command-selected Marine colonel. The MRSG maintains habitual supporting relationships between the support battalions and the battalions within the MRR. The support battalions of MRSG house the various functional teams tasked to support special operations requirements, providing MARSOC the span of organic support capabilities that make the component unique. Through its subordinate units, MRSG provides general support, direct support, CS, and CSS support to MARSOC and its subordinate units.

MISSION. MRSG trains, sustains, maintains combat readiness, and deploys specially qualified Marine CS and CSS forces to support MARSOF worldwide and provide garrison functions for MARSOC.

Marine Raider Support Battalion

MISSION AND TASKS. MRSBs train, sustain, maintain combat readiness, and perform change of OPCON for deployment of specially qualified Marine CS and CSS functions in support of special operations worldwide.

ORGANIZATION. The support battalions are MRSG subordinate commands located at Camp Lejeune, North Carolina, and Camp Pendleton, California. The battalions are commanded by a command-selected Marine lieutenant colonel. Support battalions contain HQs and service, communications, intelligence, and logistics companies. Each of these companies hosts functionally aligned teams trained to support special operations requirements and are habitually aligned to an associated MRSB.

Marine Special Operations Communications Company Organization

The communications companies maintain three C4STs and the appropriate array of communication sets to support a SOTF or Special Operations Command-forward (SOC-FWD). These teams are trained to address the span of tactical communications to include data and high-bandwidth communications.

Marine Special Operations Intelligence Company Organization

The intelligence companies maintain an intelligence support team and three DSTs. These teams are composed of multi-discipline intelligence personnel. The intelligence support team is specifically configured to provide intelligence support to a SOTF or SOC-FWD. The DST is the smallest intelligence support unit and is specifically configured to provide intelligence support at the MSOC level. Although organized for support at the company level, the DST is able to subdivide into smaller DSEs to provide intelligence support down to the MSOT level.

Marine Special Operations Logistics Company Organization

The logistics companies maintain three logistics support teams. These teams are assigned in support of deploying MSOCs to provide organic, general CSS.

U.S. Air Force Staff Sgt. Nathan Fortmayer, left, 18th Security Forces Squadron military working dog handler, and Szultan, 18th SFS MWD, rehearse movements for a nighttime helicopter assault raid training mission alongside 2nd Marine Division infantrymen at Torii Station, Japan. Source: U.S. Air Force photo by Airman 1st Class Sebastian Romawac

MARINE RAIDER TRAINING CENTER

The Marine Raider Training Center (MRTC) is a MARSOC subordinate command located at Camp Lejeune, North Carolina, and is commanded by a command-selected Marine colonel. The MRTC commander exercises OPCON and ADCON of subordinate commanders and assigned forces for the MARSOC commander. See Figure 6.8.

The mission of MRTC is to assess and select personnel for assignment to MARSOC and to train and educate designated personnel in individual, basic, and advanced special operations to meet the requirement for global tasking for MARSOC. MRTC is tasked to do the following:

- Conduct individual and basic training
- Conduct advanced special operations training
- Conduct language and cultural training
- Introduce and reinforce Preservation of the Force and Family (POTFF)
- Coordinate via component with Joint Special Operations University and Training and Education Command for higher level and service training and education

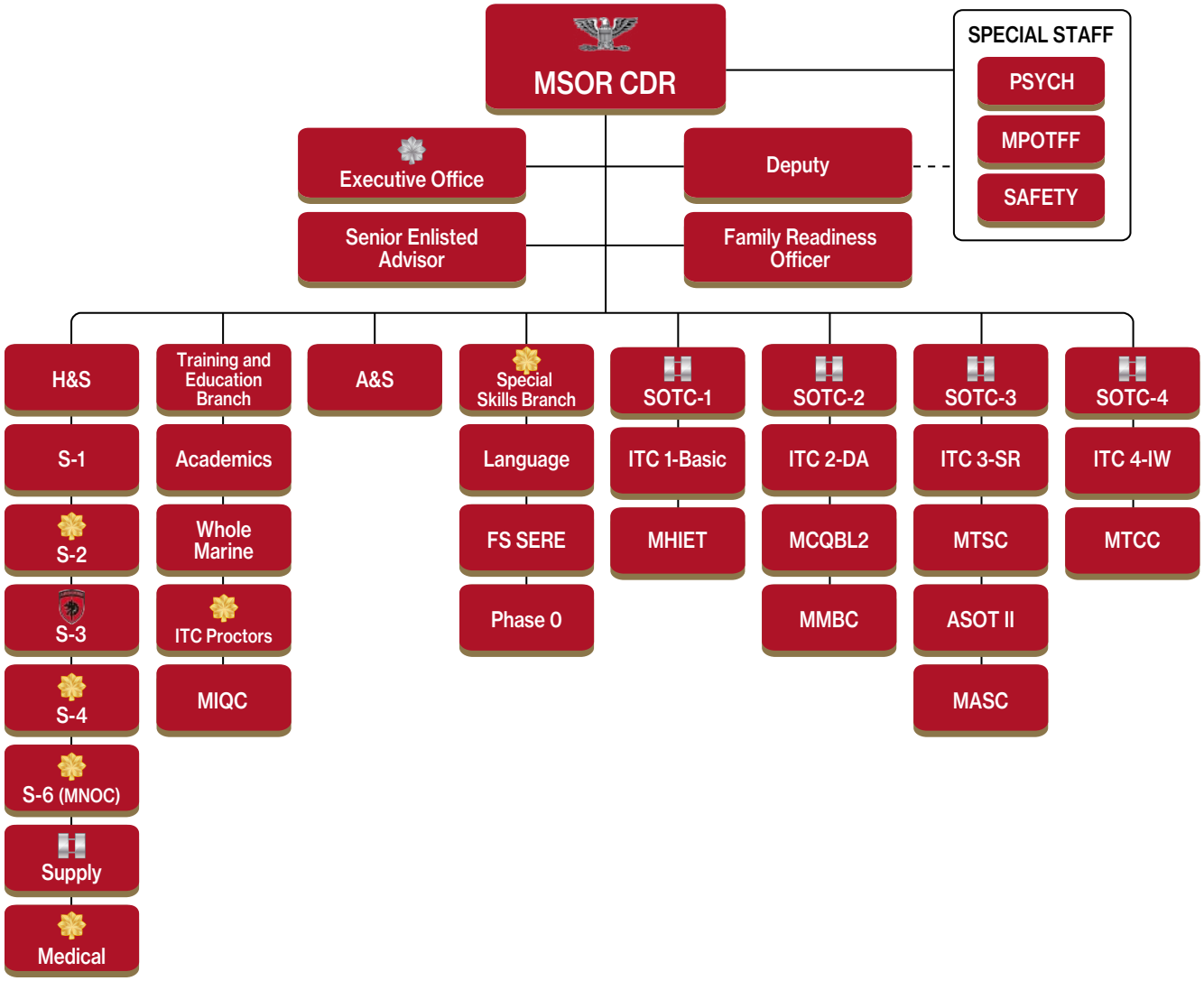


Figure 6.8. Marine Raider Training Center organization

- As the component lead, develop and introduce special operations tactics, techniques, and procedures in coordination with component, MRR, and MRSG
- As the component lead, develop, evaluate, and validate requirements for individual weapons, optics, and other equipment in coordination with component G-3 and G-8
- Perform required curriculum review and updates of training material for all assigned courses

Assessment and Selection

The MARSOC A&S process varies for each Marine depending on their specific MOS. Each MOS screens their Marines according to their standards and qualifications. A&S for SOF officers and CSOs is structured to determine whether a candidate has the necessary attributes to successfully complete SOF entry-level training and follow-on assignment to an operational unit.

A&S is competitive and selective. Both SOF officers and CSOs must be complex problem solvers who are comfortable working in an ambiguous environment. MARSOC recruiters provide potential candidates with a recommended training guide designed to prepare them physically for the rigors of the selection process, but it is the applicant's responsibility to ensure that they are prepared to meet the challenges of A&S mentally, morally, and physically.

Assessment and Selection Phases

PHASE ONE. This is a course that enhances a Marine's physical fitness capabilities, provides education on the culture within and missions assigned to MARSOC, and prepares Marines for further assessment during Phase Two of the program.

PHASE TWO. MARSOC focuses on 10 key attributes during SOF officer/CSO assessment. It is this combination of all 10 attributes that embodies the type of Marine who will succeed at the ITC and as a future SOF officer/CSO. No single attribute carries more weight than another during this process.

THE 10 KEY ATTRIBUTES OF SPECIAL OPERATIONS OFFICERS AND CRITICAL SKILLS OPERATORS

1. Integrity: Does the right thing even when no one is watching
2. Effective intelligence: Solves practical problems when a book solution is not available and learns and applies new skills to unusual problems by making sound and timely decisions
3. Physical ability: Has the necessary physical attributes and functional fitness to do his job and persevere under stress
4. Adaptability: Continuously evaluates information about the present situation and changes plans as the situation changes, always operating within the commander's intent
5. Initiative: Goes beyond the scope of his duties without having to be guided or told what to do
6. Determination: Sustains a high level of effort over long periods of time despite the situation
7. Dependability: Can be relied on to complete tasks correctly, on time, and without supervision
8. Teamwork: Works well within a team, large or small
9. Interpersonal skills: Interacts with and influences others with minimum unnecessary strife or friction
10. Stress tolerance: Deals with ambiguous, dangerous, high pressure, and/or frustrating events while maintaining control of emotion, actions, composure, and effectiveness

MARSOC assesses candidates in individual and team events to ensure they possess the desired attributes that are required of a SOF officer or CSO. The 10 attributes are as follows:

- **Integrity**: Does the right thing even when no one is watching
- **Effective intelligence**: Solves practical problems when a book solution is not

available and learns and applies new skills to unusual problems by making sound and timely decisions

- **Physical ability**: Has the necessary physical attributes and functional fitness to do the job and persevere under stress
- **Adaptability**: Continuously evaluates information about the present situation and changes plans as the situation changes, always operating within the commander's intent
- **Initiative**: Goes beyond the scope of their duties without having to be guided or told what to do
- **Determination**: Sustains a high level of effort over long periods of time despite the situation
- **Dependability**: Can be relied on to complete tasks correctly, on time, and without supervision
- **Teamwork**: Works well within a team, large or small
- **Interpersonal skills**: Interacts with and influences others with minimum unnecessary strife or friction
- **Stress tolerance**: Deals with ambiguous, dangerous, high pressure, and/or frustrating events while maintaining control of emotion, actions, composure, and effectiveness

Individual Training Course

The ITC is a physically and mentally challenging, seven-month course designed to provide MARSOC SOF officers and CSOs with a basic foundation of essential special operations skills. The institutional approach at ITC is to develop capable SOF officers and CSOs by a process of instruction, practice, and evaluation. Skills are continually reinforced by requiring students to apply them under increasingly adverse conditions. See Figure 6.9.

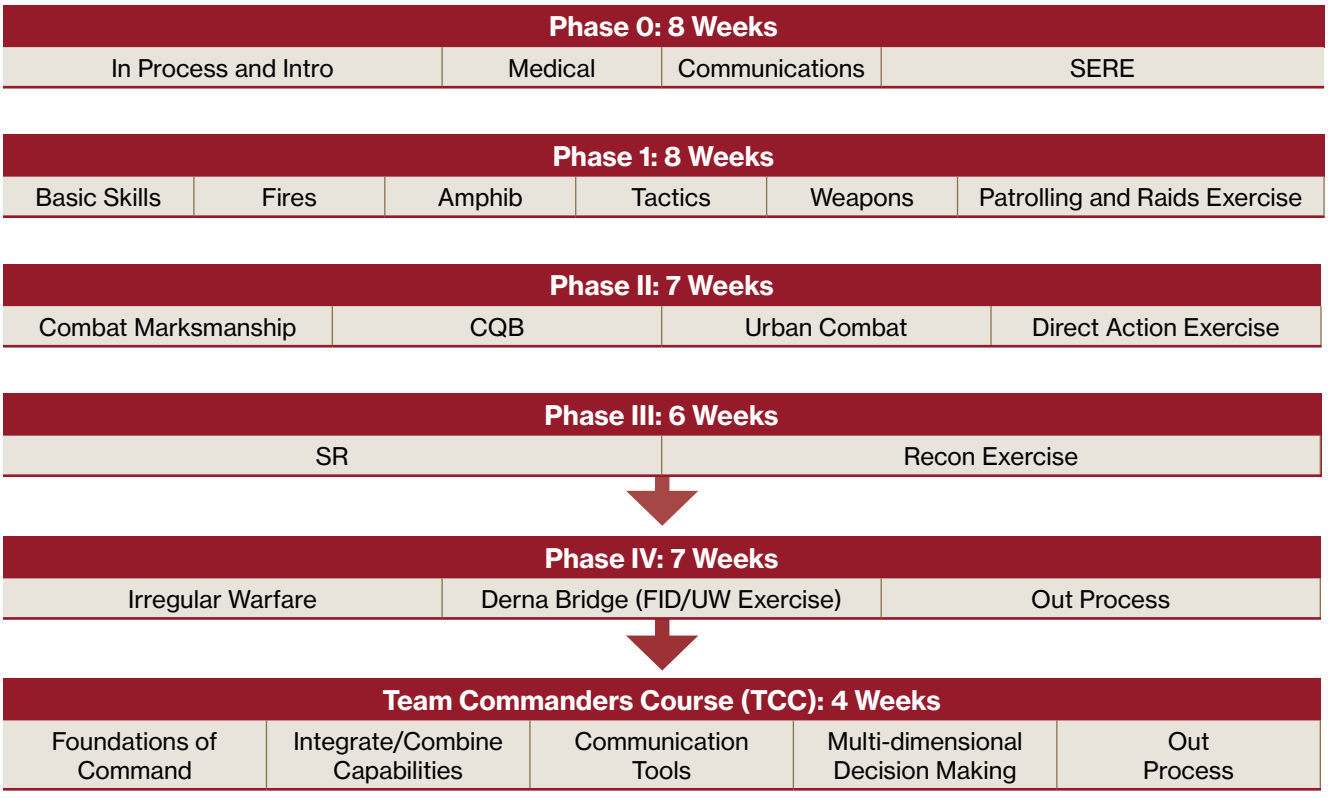


Figure 6.9. Individual training course

Language, Regional Expertise, and Culture

The combination of language, regional expertise, and culture enables operations by allowing MARSOF to speak with foreign partners in their native language. Possessing regional expertise and an appreciation for the culture demonstrate the enduring commitment to the mission of MARSOF. The basic language course (BLC) overseen by the special skills branch is an intensive 24-week language acquisition program designed to produce qualified linguists with regional and cultural expertise. The BLC currently focuses on the following MARSOC core languages: Arabic, Indonesian, French (sub-Saharan), and Tagalog. Future adjustments in the regional focus of MARSOC areas will guide additional development of language and cultural training conducted by MRTC.

Special Operations Training Companies

Training at MRTC is conducted by the special operations training companies (SOTCs). The SOTCs are responsible for the execution of specific phases of ITC, are tasked with the execution of advanced courses, and provide support to SOF officer, CSO, and SOCS training pipelines. SOTC assignments as they pertain to ITC and advanced courses are listed below.

SOTC-1. ITC Phase One. MARSOF Helicopter Insertion Extraction Training

SOTC-2. ITC Phase Two. MARSOF Master Breacher Course and Close Quarters Battle Leaders II Course

SOTC-3. ITC Phase Three. Special Reconnaissance, MARSOF Technical Surveillance Course, MARSOF Advanced Sniper Course, and Advanced Special Operations Training Level II

SOTC-4. ITC Phase Four. Team Commanders Course

Marine Special Operations Command Preservation of the Force and Family

The MARSOC POTFF (MPOTFF) initiative is developing an organizational culture that exemplifies and supports performance and resilience throughout the command. For any individual, the achievement of this goal rests on four foundational concepts that together constitute the whole person. They are body, mind, spirit, and family. These four components support personal performance in all individuals, whether they are Marines, family members, civilian employees, or contractors. In order to serve as a basis for exceptional performance and personal resilience, all four components must be firmly established, balanced, and focused on excellence. This foundation of body, mind, spirit, and family will provide the balance and internal strength required to sustain honorable character, high performance, and bounce-back capability under continuous, high-demand conditions. See Figure 6.10.

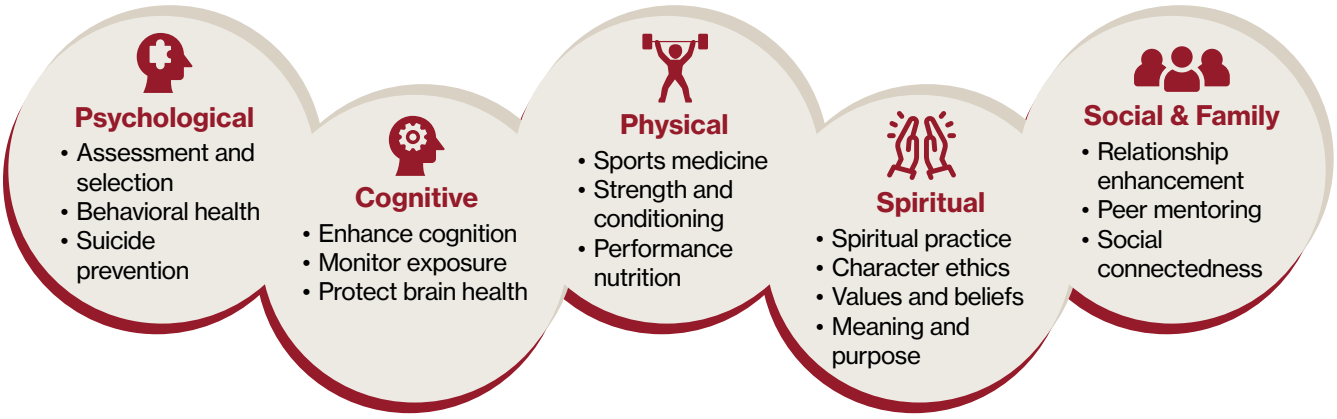


Figure 6.10. Marine Special Operations Command Preservation of the Force and Family initiative.

Soldiers with Special Operations Detachment Central (SOD-C), conducted airborne operations while jumping with an MC-6 parachute. The UH-60 Blackhawk was flown by members of the Florida Army National Guard's 1st Battalion, 111th Aviation Regiment. Source: Ching Oettel, Florida National Guard Public Affairs Office

APPENDIX A

Special Operations Related Definitions

AIR FORCE SPECIAL OPERATIONS COMMAND (AFSOC). AFSOC is the Air Force service component to U.S. Special Operations Command.

AIR FORCE SPECIAL OPERATIONS FORCES (AFSOF). Those active and reserve component Air Force forces designated by the SecDef that are specifically organized, trained, and equipped to conduct and support special operations.

AMBASSADOR. A diplomatic agent of the highest rank accredited to a foreign government or sovereign as the resident representative of his own government, also called the Chief of Mission. In the U.S. system, the Ambassador is the personal representative of the President and reports to him through the Secretary of State.

ANTITERRORISM (AT). Defensive measures used to reduce the vulnerability of individuals and property to terrorist acts, to include rapid containment by local military and civilian forces.

AREA ASSESSMENT. The commander's prescribed collection of specific information that commences upon employment and is a continuous operation. It confirms, corrects, refutes, or adds to previous intelligence acquired from area studies and other sources prior to employment.

ARMY SPECIAL OPERATIONS COMMAND (ARSOC). ARSOC is a specific term, which may be used to refer to the Army component of a joint special operations command or task force.

ARMY SPECIAL OPERATIONS FORCES (ARSOF). Those active and reserve component Army forces designated by the SecDef that are specifically organized, trained, and equipped to conduct and support special operations.

ASSET (INTELLIGENCE) (DOD, IADB). Any resource, person, group relationship, instrument, installation, or supply at the disposition of an intelligence organization for use in an operational or support role. Often used with a qualifying term such as agent asset or propaganda asset.

ATTACHÉ. A person attached to the Embassy in a diplomatic status who is not normally a career member of the diplomatic service. In the U.S. system, attachés generally represent agencies other than the Department of State, (i.e., DOD, USAID, FBI, Department of Justice).

BARE BASE (AIR OPERATIONS). A base having minimum essential facilities to house, sustain, and support operations to include, if required, a stabilized runway, taxiways, and aircraft parking areas. A bare base must have a source of water that can be made potable. Other requirements to operate under bare base conditions form a necessary part of the force package deployed to the bare base.

CAPABILITY. The ability to execute a specified course of action.

CELL. Small group of individuals who work together for a clandestine or subversive purpose and whose identity is unknown by members of other cells within the overall organization.

CHARGÉ D'AFFAIRES. An Embassy official (normally the Deputy Chief of Mission or second highest-ranking officer), who takes charge of the mission in the absence of the Ambassador.

CHIEF OF MISSION (COM). The principal officer (the Ambassador) in charge of a diplomatic facility of the United States, including any individual assigned to be temporarily in charge of such a facility. The chief of mission is the personal representative of the President to the country of accreditation. The chief of mission is responsible for the direction, coordination, and supervision of all U.S. Government executive branch

employees in that country (except those under the command of a U.S. area military commander). The security of the diplomatic post is the chief of mission's direct responsibility.

CHIEF OF STATION (COS). The senior United States intelligence officer in a foreign country and the direct representative of the Director National Intelligence, to whom the officer reports through the Director Central Intelligence Agency. Usually the senior representative of the Central Intelligence Agency assigned to a U.S. mission.

CIVIL ADMINISTRATION. An administration established by a foreign government in 1) friendly territory under an agreement with the government of the area to exercise certain authority normally the function of the local government; or 2) hostile territory occupied by United States forces, where a foreign government exercises executive, legislative, and judicial authority until an indigenous civil government can be established.

CIVIL AFFAIRS (CA). Designated active and reserve component forces and units organized, trained, and equipped specifically to conduct CA activities and to support civil-military operations.

CIVIL AFFAIRS OPERATIONS (CAO). Actions planned, executed, and assessed by civil affairs forces that enhance awareness of and manage the interaction with the civil component of the operational environment; identify and mitigate underlying causes of instability within civil society; or involve the application of functional specialty skills normally the responsibility of civil government.

CIVIL-MILITARY OPERATIONS (CMO). Activities of a commander performed by designated civil affairs or other military forces that establish, maintain, influence, or exploit relations between military forces, indigenous populations, and institutions, by directly supporting the attainment of objectives relating to the reestablishment or maintenance of stability within a region or host nation.

CLANDESTINE OPERATION. An operation sponsored or conducted by governmental departments or agencies in such a way as to assure secrecy or concealment. A clandestine operation differs from a covert operation in that emphasis is placed on concealment of the operation rather than the concealment of the identity of the sponsor. In special operations, an activity may be both covert and clandestine and may focus equally on operational considerations and intelligence-related activities.

COALITION WARFARE. The combined effort of nations with common strategic interests to coordinate their warfighting capability for defense of those interests.

COMBAT SEARCH AND RESCUE (CSAR). The tactics, techniques, and procedures performed by forces to effect the recovery of isolated personnel during combat.

COMBATING TERRORISM. Actions, including antiterrorism and counterterrorism, taken to oppose terrorism throughout the entire threat spectrum.

COMBATANT COMMAND (COCOM). Nontransferable command authority established by title 10 (Armed Forces), United States Code, section 164, exercised only by commanders of unified or specified commands unless otherwise directed by the President or the SecDef. COCOM authority cannot be delegated and is the authority of a combatant commander to perform those functions of command over assigned forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction over all aspects of military operations, joint training, and logistics necessary to accomplish the missions assigned to the command. COCOM should be exercised through commanders of subordinate organizations—normally through subordinate joint force commanders and service and/or functional component commanders. COCOM provides full authority to organize and employ commands and forces as the combatant commander considers necessary to accomplish assigned missions. Operational control is inherent in COCOM.

COMBINED JOINT SPECIAL OPERATIONS TASK FORCE (CJSOTF). A task force composed of special operations units from one or more foreign countries and more than one U.S. military department formed to carry out a specific special operation or prosecute special operations in support of a theater

campaign or other operations. The CJSOTF may have conventional non-special operations units assigned or attached to support the conduct of specific missions.

CONSULATE GENERAL/CONSULATE. A constituent post of an Embassy in a foreign country located in an important city other than the national capital. Consulates General are larger than Consulates, with more responsibilities and additional staff.

CONVENTIONAL FORCES. 1. Those forces capable of conducting operations using nonnuclear weapons. 2. Those forces other than designated SOF.

COUNTERDRUG. Those active measures taken to detect, monitor, and counter the production, trafficking, and use of illegal drugs.

COUNTERINTELLIGENCE (CI). Information gathered and activities conducted to identify, deceive, exploit, disrupt, or protect against espionage, other intelligence activities, sabotage, or assassinations conducted for or on behalf of foreign powers, organizations or people or their agents, or international terrorist organizations or activities.

COUNTERMINE OPERATION. In land mine warfare, an operation to reduce or eliminate the effects of mines or minefields.

COUNTERPROLIFERATION (CP). Those actions taken to defeat the threat and/or use of weapons of mass destruction against the United States, our forces, friends, allies, and partners.

COUNTERTERRORISM (CT). Actions taken directly against terrorist networks and indirectly to influence and render global and regional environments inhospitable to terrorist networks.

COUNTRY TEAM. The senior, in-country, United States coordinating and supervising body, headed by the chief of the United States diplomatic mission, and composed of the senior member of each represented United States department or agency, as desired by the chief of the United States diplomatic mission.

COVERT OPERATIONS. An operation that is so planned and executed as to conceal the identity of or permit plausible denial by the sponsor. A covert operation differs from a clandestine operation in that emphasis is placed on the concealment of the identity of the sponsor rather than on concealment of the operation.

DECEPTION. Those measures designed to mislead the enemy by manipulation, distortion, or falsification of evidence to induce him to react in a manner prejudicial to his interests.

DECONFLICT. To reconcile or resolve a conflict in interests as in targeting.

DENIAL MEASURE. An action to hinder or deny the enemy the use of territory, personnel, or facilities to include destruction, removal, contamination, or erection of obstructions.

DIRECT ACTION (DA). Short-duration strikes and other small-scale offensive actions conducted as a special operation in hostile, denied, or diplomatically sensitive environments and which employ specialized military capabilities to seize, destroy, capture, exploit, recover, or damage designated targets. Direct action differs from conventional offensive actions in the level of physical and diplomatic or political risk, operational techniques, and the degree of discriminate and precise use of force to achieve specific objectives.

ELECTRONIC COUNTER COUNTERMEASURES (ECCM). That division of electronic warfare involving actions taken to ensure friendly, effective use of the electromagnetic spectrum despite the enemy's use of electronic warfare.

ELECTRONIC WARFARE (EW). Any military action involving the use of electromagnetic and directed energy to control the electromagnetic spectrum or to attack the enemy. The three major subdivisions within EW are electronic attack, electronic protection, and electronic warfare support.

ELECTRONIC ATTACK (EA). The division of EW involving the use of electromagnetic, directed energy, or antiradiation weapons to attack personnel, facilities, or equipment with the intent of degrading, neutralizing, or destroying enemy combat capability. EA includes: 1. actions taken to prevent or reduce an enemy's effective use of the electromagnetic spectrum, such as jamming and electromagnetic deception, and 2. employment of weapons that use either electromagnetic or directed energy as their primary

destructive mechanism (lasers, radio frequency weapons, particle beams).

ELECTRONIC PROTECTION (EP). The division of electronic warfare involving actions taken to protect personnel, facilities, and equipment from any effects of friendly or enemy employment of EW that degrade, neutralize, or destroy friendly combat capability.

ELECTRONIC WARFARE SUPPORT (ES). Division of electronic warfare involving actions tasked by, or under direct control of, an operational commander to search for, intercept, identify, and locate or localize sources of intentional and unintentional radiated electromagnetic energy for the purpose of immediate threat recognition, targeting, planning and conduct of future operations.

EMERGENCY RESUPPLY. A resupply mission that occurs based on a predetermined set of circumstances and time interval should radio contact not be established, or once established, is lost between the main base and between a special operations tactical element and its base.

ESSENTIAL ELEMENTS OF FRIENDLY INFORMATION (EEFI). Key questions likely to be asked by adversary officials and intelligence systems about specific friendly intentions, capabilities, and activities, so they can obtain answers critical to their operational effectiveness.

ESSENTIAL ELEMENTS OF INFORMATION (EEI). The most critical information requirements regarding the adversary and the environment needed by the commander by a particular time to relate with other available information and intelligence in order to assist in reaching a logical decision.

EVASION AND ESCAPE (E&E). The procedures and operations whereby military personnel and other selected individuals are enabled to emerge from an enemy-held or hostile area to areas under friendly control.

EVASION AND RECOVERY. The full spectrum of coordinated actions carried out by evaders, recovery forces, and operational recovery planners to effect the successful return of personnel isolated in hostile territory to friendly control.

EXFILTRATION. The removal of personnel or units from areas under enemy control.

FOREIGN INTELLIGENCE. Information relating to capabilities, intentions, and activities of foreign governments or elements thereof, foreign organizations, or foreign persons, or international terrorist activities.

FOREIGN INTERNAL DEFENSE (FID). Participation by civilian and military agencies of a government in any of the action programs taken by another government or other designated organization to free and protect its society from subversion, lawlessness, insurgency, terrorism, and other threats to its security.

FORWARD ARMING AND REFUELING POINT (FARP). A temporary facility, organized, equipped, and deployed by an aviation commander and normally located in the main battle area closer to the area of operation than the aviation unit's combat service area, to provide fuel and ammunition necessary for the employment of aviation maneuver units in combat. The FARP permits combat aircraft to rapidly refuel and rearm simultaneously. In special operations, a FARP is often quickly and clandestinely established to support a single operation, frequently in hostile or denied territory. Once its mission is served, it is quickly dismantled, preferably without leaving signs of its presence.

FORWARD OPERATIONS BASE (FOB). In special operations, a base usually located in friendly territory or afloat, which is established to extend command and control or communications or to provide support for training and tactical operations. Facilities are usually temporary; they may include an airfield or an unimproved airstrip, an anchorage, or a pier. The FOB may be the location of a special operations component headquarters or a smaller unit that is supported by a main operations base.

FORWARD OPERATING LOCATION (FOL). A temporary base of operations for small groups of personnel established near or within the JSOA to support training of indigenous personnel or tactical operations. The FOL may be established to support one or a series of missions. Facilities are austere; they may include an unimproved airstrip, a pier, or

an anchorage. A main operational base or a forward operations base may support the FOL.

HOST NATION (HN). A nation that receives the forces and/or supplies of allied nations, coalition partners, and/or NATO organizations to be located on, to operate in, or to transit through its territory.

HOST-NATION SUPPORT (HNS). Civil and/or military assistance rendered by a nation to foreign forces within its territory during peacetime, crises or emergencies, or war based on agreements mutually concluded between nations.

HUMAN INTELLIGENCE (HUMINT). A category of intelligence derived from information collected and provided by human sources.

HUMANITARIAN AND CIVIC ASSISTANCE (HCA). Assistance to the local populace, specifically authorized by Title 10, United States Code, Section 401, and funded under separate authorities, provided by predominantly United States forces in conjunction with military operations.

INFILTRATION. ***a.*** The movement through or into an area or territory occupied by either friendly or enemy troops or organizations. The movement is made either by small groups or by individuals at extended or irregular intervals. When used in connection with the enemy, it infers that contact is avoided. ***b.*** In intelligence usage, placing an agent or other person in a target area in hostile territory. Usually involves crossing a frontier or other guarded line. Methods of infiltration are black (clandestine); gray (through legal crossing point but under false documentation); and white (legal).

INFORMATION. ***a.*** Facts, data, or instructions in any medium or form. ***b.*** The meaning that a human assigns to data by means of the known conventions used in their representation.

INFORMATION OPERATIONS (IO). The integrated employment, during military operations, of information-related capabilities in concert with other lines of operation to influence, disrupt, corrupt, or usurp the decision-making of adversaries and potential adversaries while protecting our own.

INFORMATION WARFARE (IW). Information operations conducted during time of crisis or conflict to achieve or promote specific objectives over a specific adversary or adversaries.

INTELLIGENCE REPORTING. The preparation and conveyance of information by any means. More commonly, the term is restricted to reports as the collector prepares them and as they are transmitted by him to his headquarters and by this component of the intelligence structure to one or more intelligence-producing components. Thus, even in this limited sense, reporting embraces both collection and dissemination. The term is applied to normal and specialist intelligence reports.

JOINT CHIEFS OF STAFF (JCS). Staff within , which consists of the Chairman, who is the presiding officer but who has no vote; the Chief of Staff, United States Army; the Chief of Naval Operations; the Chief of Staff, United States Air Force; and the Commandant, United States Marine Corps. The Joint Chiefs of Staff are the principal military advisers to the President, the National Security Council, and the SecDef.

JOINT COMBINED EXCHANGE TRAINING (JCET). A program conducted overseas to fulfill U.S. forces training requirements and at the same time exchange the sharing of skills between U.S. forces and host nation counterparts.

JOINT DOCTRINE. Fundamental principles that guide the employment of United States military forces in coordinated action toward a common objective and may include terms, tactics, techniques, and procedures.

JOINT FORCE COMMANDER (JFC). A general term applied to a combatant commander, subunified commander, or a joint task force commander authorized to exercise combatant command (command authority) or operational control over a joint force.

JOINT FORCE SPECIAL OPERATIONS COMPONENT COMMANDER (JFSOCC). The commander within a unified command, subordinate unified command, or Joint Task Force responsible to the establishing commander

for making recommendations on the proper employment of assigned, attached, and/or made available for tasking SOF and assets; planning and coordinating special operations; or accomplishing such operational missions as may be assigned. The JFSOCC is given the authority necessary for the accomplishment of missions and tasks assigned by the establishing commander.

JOINT INFORMATION SUPPORT TASK FORCE (SPECIAL OPERATIONS) – JISTF(SO). Joint Doctrine has yet to address changes in MISO.

JOINT SPECIAL OPERATIONS AIR COMPONENT COMMANDER (JSOACC). The commander within a Joint Force Special Operations Command responsible for planning and executing joint special operations air activities.

JOINT SPECIAL OPERATIONS AREA (JSOA). An area of land, sea, and airspace assigned by a Joint Force Commander to the commander of a joint special operations force to conduct special operations activities. It may be limited in size to accommodate a discrete direct action mission or may be extensive enough to allow a continuing broad range of unconventional warfare operations.

JOINT SPECIAL OPERATIONS TASK FORCE (JSOTF). A joint task force composed of special operations units from more than one service, formed to carry out a specific special operation or prosecute special operations in support of a theater campaign or other operations. The JSOTF may have conventional non-special operations units assigned or attached to support the conduct of specific missions.

JOINT TASK FORCE (JTF). A joint force that is constituted and so designated by the SecDef, a combatant commander, a subunified commander, or an existing JTF commander.

MAIN OPERATIONS BASE (MOB). In special operations, a base established by a joint force special operations component commander or a subordinate special operations component commander in friendly territory to provide sustained command and control, administration, and logistic support to special operations activities in designated areas.

MILITARY CIVIC ACTION. Programs and projects managed by United States forces but executed primarily by indigenous military or security forces that contribute to the economic and social development of a host nation civil society thereby enhancing the legitimacy and social standing of the host nation government and its military forces.

MILITARY INFORMATION SUPPORT OPERATIONS (MISO). Planned operations to convey selected information and indicators to foreign audiences to influence their emotions, motives, objective reasoning, and ultimately the behavior of foreign governments, organizations, groups, and individuals in a manner favorable to the originator's objectives.

MILITARY INFORMATION SUPPORT OPERATIONS PLANNING AND ADVISORY TEAM (MPAT). A small, tailored team (approximately four–12 personnel) that consists of military information support operations planners and product distribution/dissemination and logistic specialists. The team is deployed to theater at the request of the combatant commander to assess the situation, develop military information support operations objectives, and recommend the appropriate level of support to accomplish the mission.

MOBILE SEA BASE. An afloat base composed of command and barracks facilities, small craft repair shops, and logistics support ships, which provide support as a base of operations from which a sea force can launch and conduct sea warfare.

MOBILE TRAINING TEAM (MTT). A team consisting of one or more U.S. military or civilian personnel sent on temporary duty, often to a foreign nation, to give instruction. The mission of the team is to train indigenous personnel to operate, maintain, and employ weapons and support systems, or to develop a self-training capability in a particular skill. The Secretary of Defense may direct a team to train either military or civilian indigenous personnel, depending upon host nation requests.

NATIONAL COMMAND AUTHORITIES (NCA). The President and the SecDef or their duly deputized alternates or successors.

NATIONAL OBJECTIVES. The aims, derived from national goals and interests, toward which a national policy or strategy is directed and efforts and resources of the nation are applied.

NATIONAL POLICY. A broad course of action or statements of guidance adopted by the government at the national level in pursuit of national objectives.

NATIONAL SECURITY. A collective term encompassing both national defense and foreign relations of the United States. Specifically, the condition provided by:

- A military or defense advantage over any foreign nation or group of nations
- A favorable foreign relations position
- A defense posture capable of successfully resisting hostile or destructive action from within or without, overt or covert

NATIONAL STRATEGY. The art and science of developing and using the political, economic, and psychological powers of a nation, together with its armed forces, during peace and war, to secure national objectives.

NAVAL SPECIAL OPERATIONS COMMAND (NAVSOC). NAVSOC is a specific term, which may be used to refer to the Navy component of a joint special operations command or task force.

NAVAL SPECIAL OPERATIONS FORCES (NAVSOF). NAVSOF is an umbrella term for naval forces that conduct and support special operations.

NAVAL SPECIAL WARFARE (NSW). A naval warfare specialty that conducts special operations with an emphasis on maritime, coastal, and riverine environments using small, flexible, mobile units operating under, on, and from the sea.

NAVAL SPECIAL WARFARE GROUP (NSWG). A permanent Navy echelon III major command to which most NSW forces are assigned for some operational and all administrative purposes. It consists of a group headquarters with command and control, communications, and support staff; SEAL teams; and SEAL delivery vehicle teams.

NAVAL SPECIAL WARFARE TASK GROUP (NSWTG). A provisional NSW organization that plans, conducts, and supports special operations in support of fleet commanders and joint force special operations component commanders.

NAVAL SPECIAL WARFARE TASK UNIT (NSWTU). A provisional subordinate unit of a naval special warfare task group.

OPERATIONAL CONTROL (OPCON). Command authority that may be exercised by commanders at any echelon at or below the level of combatant command. Operational control is inherent in combatant command (command authority) and may be delegated within the command. Operational control is the authority to perform those functions of command over subordinate forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction over all aspects of military operations and joint training necessary to accomplish missions assigned to the command. Operational control should be exercised through the commanders of subordinate organizations. Normally this authority is exercised through subordinate joint force commanders and service and/or functional component commanders. Operational control normally provides full authority to organize commands and forces and to employ those forces as the commander in operational control considers necessary to accomplish assigned missions; it does not, in and of itself, include authoritative direction for logistics or matters of administration, discipline, internal organization, or unit training.

PSYCHOLOGICAL OPERATIONS (PSYOP). NATO still uses the term Psychological Operations. Planned operations to convey selected information and indicators to foreign audiences to influence their emotions, motives, objective reasoning, and ultimately the behavior of foreign governments, organizations, groups, and individuals. The purpose of PSYOP is to induce or reinforce foreign attitudes and behavior favorable to the originator's objectives.

RAID. An operation to temporarily seize an area in order to secure information, confuse an adversary, capture personnel or equipment, or destroy a capability culminating with a planned withdrawal.

RANGERS. Rapidly deployable airborne light infantry organized and trained to conduct

highly complex joint direct action operations in coordination with or in support of other special operations units of all services. Rangers can also execute direct action operations in support of conventional non-special operations missions conducted by a combatant commander and can operate as conventional light infantry when properly augmented with other elements of combined arms.

SABOTAGE. An act or acts with intent to injure, interfere with, or obstruct the national defense of a country by willfully injuring or destroying, or attempting to injure or destroy any national defense or war material, premises, or utilities, to include human and natural resources.

SEA-AIR-LAND (SEAL) TEAM. U.S. Navy forces organized, trained, and equipped to conduct special operations in maritime, coastal, and riverine environments.

SEAL TROOP. An administrative term for CONUS-based Naval Special Warfare subordinate unit of an NSW squadron or SEAL Team. Normally commanded by a SEAL lieutenant commander (O-4), a SEALTP consists of a command and control element, an operational element, and other attachments, e.g., mobility element.

SEARCH AND RESCUE (SAR). The use of aircraft, surface craft, submarines, specialized rescue teams, and equipment to search for and rescue distressed persons on land or at sea in a permissive environment.

SECURITY ASSISTANCE. Group of programs authorized by the Foreign Assistance Act of 1961, as amended, and the Arms Export Control Act of 1976, as amended, or other related statutes by which the United States provides defense articles, military training, and other defense-related services, by grant, credit, or cash sales, in furtherance of national policies and objectives. Security assistance is an element of security cooperation funded and authorized by Department of State to be administered by Department of Defense/Defense Security Cooperation Agency.

SECURITY ASSISTANCE ORGANIZATIONS (SAO). All DOD elements located in a foreign country with assigned responsibilities for carrying out security assistance management functions. It includes military assistance advisory groups, military missions and groups, offices of defense and military cooperation, liaison groups, and defense attaché personnel designated to perform security assistance functions.

SECURITY FORCE ASSISTANCE (SFA). DOD activities that contribute to unified action by the USG to support the development of the capacity and capability of foreign security forces and their supporting institutions.

SENIOR DEFENSE OFFICIAL/DEFENSE ATTACHÉ (SDO/DATT). U.S. Embassy Chief of Mission's principal military advisor on defense and National security issues, the senior diplomatically accredited DOD military officer assigned to a U.S. diplomatic mission, and the single point of contact for all DOD matters involving the Embassy or DOD elements assigned to or working from the Embassy.

SPECIAL ACTIVITIES (SA). Activities conducted in support of National foreign policy objectives, which are planned and executed so the role of the United States Government is not apparent or acknowledged publicly. They are also functions in support of such activities, but are not intended to influence United States political processes, public opinion, policies, or media and do not include diplomatic activities or the collection and production of intelligence or related support functions.

SPECIAL BOAT DETACHMENT (SBD). The deployable, operational entity of a SBTP. SBDs operate combatant craft in the conduct of special operations and maintain the associated craft and equipment.

SPECIAL BOAT TEAM (SBT). U.S. Navy forces organized, trained, and equipped to conduct or support special operations with combatant craft and other small craft.

SPECIAL BOAT TROOP (SBTP). The deployable, operational entity of an SBT normally commanded by a SEAL O-3 and consists of a small C2 element, CSS and other capabilities, and one or more SBDs.

SPECIAL FORCES (SF). U.S. Army forces organized, trained, and equipped specifically to conduct special operations with an emphasis on unconventional warfare capabilities.

SPECIAL FORCES GROUP (SFG). The largest Army combat element for special operations consisting of command and control, Special Forces battalions, and a support battalion capable of long duration missions. The group can operate as a single unit, but normally the battalions plan and conduct operations from widely separated locations. The group provides general operational direction and synchronizes the activities of its subordinate battalions. Although principally structured for unconventional warfare, SFG units are capable of task organizing to meet specific requirements.

SPECIAL OPERATIONS. Operations requiring unique modes of employment, tactical techniques, equipment and training often conducted in hostile, denied, or politically sensitive environments and characterized by one or more of the following: time sensitive, clandestine, low visibility, conducted with and/or through indigenous forces, requiring regional expertise, and/or a high degree of risk.

SPECIAL OPERATIONS COMMAND (SOC). A subordinate, unified, or other joint command established by a joint force commander to plan, coordinate, conduct, and support joint special operations within the joint force commander's assigned area of operations.

SPECIAL OPERATIONS COMMAND AND CONTROL ELEMENT (SOCCE). A special operations element that is the focal point for the synchronization of SOF activities with conventional forces activities. It performs command and control functions according to mission requirements. It normally collocates with the command post of the supported force. It can also receive SOF operational, intelligence, and target acquisition reports directly from deployed special operations elements and provide them to the supported component headquarters. It remains under the operational control of the joint force special operations component commander or commander, joint special operations task force.

SPECIAL OPERATIONS FORCES (SOF). Those active and reserve component forces of the military services designated by the SecDef and specifically organized, trained, and equipped to conduct and support special operations.

SPECIAL OPERATION JOINT TASK FORCE (SOJTF). The special operations joint task force (SOJTF) is the principal joint SOF organization tasked to meet all special operations requirements in major operations, campaigns, or a contingency. A SOJTF is a modular, tailorable, and scalable SOF organization that allows USSOCOM to more efficiently provide integrated, fully capable, and enabled joint SOF to GCCs and subordinate JFCs based on the strategic, operational, and tactical context. Depending on circumstances, the SOJTF may be directed to serve as the joint task force (JTF), or a joint force special operations component commander (JFSOCC).

SPECIAL OPERATIONS LIAISON ELEMENT (SOLE). A special operations liaison team provided by the joint force special operations component commander to the joint force air component commander (if designated), or appropriate service component air command and control organization, to coordinate, deconflict, and integrate special operations air, surface, and subsurface operations with conventional air operations.

SPECIAL OPERATIONS LOW LEVEL (SOLL). USAF strategic and tactical airlift SOLL crews are trained to perform specialized low-level flight. SOLL II is an NVG landing, airdrop, and low-level flight capability with avionics upgrades in designated aircraft.

SPECIAL OPERATIONS WEATHER TEAM (SOWT). A task-organized team of Air Force personnel organized, trained, and equipped to collect critical environmental information from data-sparse areas. SOWTs are trained to operate independently in permissive or uncertain environments, or as augmentation to other special operations elements in hostile environments, in direct support of special operations.

SPECIAL RECONNAISSANCE (SR). Reconnaissance and surveillance actions conducted as a special operation in hostile, denied, or politically sensitive environments to collect or verify information of strategic or operational significance, employing military capabilities not normally found in conventional forces. These actions provide an additive

capability for commanders and supplement other conventional reconnaissance and surveillance actions.

SPECIAL TACTICS (ST). U.S. Air Force special operations forces organized, trained, and equipped to conduct special operations. They include combat control team, pararescue, and special operations weather personnel who provide the interface between air and ground combat operations.

SPECIAL TACTICS TEAM (STT). An Air Force task-organized element of special tactics that may include combat control, pararescue, tactical air control party, and special operations weather personnel. Functions include austere airfield and assault zone reconnaissance, surveillance, establishment, and terminal control; combat search and rescue; combat casualty care and evacuation staging; terminal attack control; and environmental reconnaissance and austere weather operations.

STRATEGIC INTELLIGENCE. DOD Intelligence that is required for the formation of policy and military plans at national and international levels. Strategic intelligence and tactical intelligence differ primarily in level of application but may also vary in terms of scope and detail.

STRATEGIC PSYCHOLOGICAL ACTIVITIES. Planned psychological activities in peace, crisis, and war, which pursue objectives to gain the support and cooperation of friendly and neutral countries and to reduce the will and capacity of hostile or potentially hostile countries to wage war.

TACTICAL CONTROL (TACON). Command authority over assigned or attached forces or commands, or military capability or forces made available for tasking, that is limited to the detailed direction and control of movements or maneuvers within the operational area necessary to accomplish missions or tasks assigned. Tactical control is inherent in operational control. Tactical control may be delegated to, and exercised, at any level at or below the level of combatant command. Tactical control provides sufficient authority for controlling or directing the application of force or tactical use of combat support assets within the assigned mission or task.

TERRORISM. The unlawful use of violence or threat of violence, often motivated by religious, political, or other ideological beliefs, to instill fear and coerce governments or societies in pursuit of goals that are usually political.

UNCONVENTIONAL WARFARE (UW). Activities conducted to enable a resistance movement or insurgency to coerce, disrupt, or overthrow a government or occupying power by operating through or with an underground, auxiliary, and guerrilla force in a denied area.

U.S. COUNTRY TEAM. The senior, in country, U.S. coordinating and supervising body, headed by the Chief of the United States diplomatic mission, usually an Ambassador, and composed of the senior member of each represented United States department or agency. (See also Country Team.)

USSOCOM STRATEGIC PLANNING PROCESS (SPP). A process that drives decision-making related to resourcing, acquisition, sustainment, and modernization. It is a continuous process with a biennial cycle that facilitates the shaping of the strategic direction of SOF.

WEAPONS OF MASS DESTRUCTION (WMD). Chemical, biological, radiological, or nuclear weapons capable of a high order of destruction or causing mass casualties and exclude the means of transporting or propelling the weapon where such means is a separable and divisible part of the weapon.

APPENDIX B

Abbreviations and Acronyms

A&S. Assessment and selection

ACDC. Air Commando Development Center

ADCON. Administrative control

AFB. Air Force base

AFTTP. Air Force tactics, techniques, and procedures

AFRICOM. Africa Command

AFSOC. Air Force Special Operations Command

AFSOF. Air Force Special Operations Forces

ALE. Army SOF Liaison Element

AMC. Air Mobility Command; Army Materiel Command

ANG. Air National Guard

AO. Area of operations

AOR. Area of responsibility

ARNG. Army National Guard

ARSOF. Army Special Operations Forces

ARSOF-TC. Army Special Operations Forces Training Center

ASAT. Aviation staff augmentation team

ASCC. Army Service Component Command

ASPO. ARSOF support operations

AT. Antiterrorism

ATC. Air traffic control

ATV. All-terrain vehicle

AVBN. Aviation battalion

AVFID. Aviation foreign internal defense

AZ. Assault zone

BCT. Brigade combat team

BDE. Brigade

BLC. Basic language course

BLOS. Below line of sight

BN. Battalion

BSB. Brigade support battalion

BUD/S. Basic underwater demolition/SEAL

C2. Command and control

C4. Command, control, communications, and computers

C4SE. Command, control, communications, and computers element

C4ST. Command, control, communications, and computers support team

C4ISR. Command, control, communications, computers, intelligence, surveillance, and reconnaissance

C5I. Command, control, communications, computers, cyber, and information

CA. Civil Affairs

CAA. Combat aviation advisor; combat aviation advisory

CA BDE. Civil Affairs brigade

CA BN. Civil Affairs battalion

CAC. Combined Arms Center

CAIS. Civil Authority Information Support

CAO. Civil Affairs Operations

CAPT. Civil Affairs planning team

CAS. Close sir support

CAT. Civil Affairs team

CCDR. Combatant commander

CCT. Combat control team

CEP. Career education program

CF. Conventional forces

CFSOCC. Combined Forces Special Operations Component Command

CFT. Cross functional team

CI. Counterintelligence

CIE. Cultural intelligence element

CIM. Civil Information management

CJMISTF. Combined joint military information support task force

CLT. Civil liaison team

CMC. Commandant of the U.S. Marine Corps

CME. Civil-military engagement

CMO. Civil-military operations

CMOC. Civil-military operations center

CMSE. Civil-military support element

CNO. Chief of Naval Operations

CNSWC. Commander, Naval Special Warfare Command

CNSWG. Commander, Naval Special Warfare Group

COCOM. Combatant command

COIN. Counterinsurgency

COMSOCEUR. Commander, Special Operations Command Europe

CONOPS. Concept of operations

CONUS. Continental United States

COS. Chief of staff

CP. Counterproliferation

CRO. Combat rescue officer

CRRC. Combat rubber raiding craft

CS. Combat support

CSAR. Combat search and rescue

CSO. Critical skills operator

CSS. Combat service support

CSSB. Combat sustainment support battalions

CSSTP. Combat service support troop

CT. Counterterrorism

CTF. Counter threat finance

CTG. Commander's guidance training

CUI. Controlled unclassified information

CUL. Common-user logistics

CUWTF. Combined unconventional warfare task force

C-VEO. Counter violent extremist organization

CV2. Certification, verification, and validation

CWMD. Countering weapons of mass destruction

DA. Direct action

DAGRE. Deployed air ground response element

DAP. Defensive armed penetrator

DCS. Direct combat support

DDS. Dry deck shelter

DET. Detachment

DFT. Deployments for training

DISA. Defense Information Systems Agency

DOD. Department of Defense

DOS. Department of State

DOTD. Directorate of Training and Doctrine

DS. Direct support

DSE. Direct support element

DST. Direct support team

DZ. Drop zone

E&E. Evasion and escape

EA. Enlisted Academy; electronic attack

ECCM. Electronic counter-countermeasures

EEFI. Essential elements of friendly information

EEI. Essential elements of information

EFP. Expeditionary force package

EO. Electro-optical

EOD. Explosive ordnance disposal

ESC. Expeditionary Sustainment Command

EUCOM. European Command

EW. Electronic warfare

FARP. Forward arming and refueling point

FC. Functional component

FHA. Foreign humanitarian assistance

FHP. Force health protection

FID. Foreign internal defense

FMV. Full-motion video

FOB. Forward operations base

FOL. Forward operating location

FSB. Forward staging base

FSC. Forward support company

FSE. Fire support element

FSF. Foreign security forces

FSPT. Forward support

FTRM. Force Training Readiness Manual

GCC. Geographic Combatant Command

GMSC. Global Mission Support Center

GMV. Ground Mobility Vehicle

GPS. Global Positioning System

GSB. Group Support Battalion

GSC. Group Support Company

GSSC. Group Service Support Company

HAHO. High Altitude High Opening

HALO. High Altitude Low Opening

HCA. Humanitarian and Civic Assistance

HF. High Frequency

HHC. Headquarters and Headquarters Company

HN. Host Nation

HNS. Host Nation Support

HQ. Headquarters

HR. Human Resources

HSOC. Home Station Operations Center

HUMINT. Human Intelligence

IDTC. Interdeployment Training Cycle

IIS. Interagency/Intergovernmental Support

IMINT. Imagery Intelligence

IO. Information Operations

IODA. Instructor Operational Detachment Alpha

IR. Infrared

ISB. Intermediate Staging Base

ISR. Intelligence, Surveillance, and Reconnaissance

ITC. Individual Training Course

IW. Irregular Warfare

IWC. Information Warfare Center

JCET. Joint and Combined Exchange Training

JCMOTF. Joint Civil-Military Operations Task Force

JCS. Joint Chiefs of Staff

JEB. Joint expeditionary base

JFACC. Joint Force Air Component Commander

JFC. Joint Force Commander

JFLCC. Joint Force Land Component Commander

JFMCC. Joint Force Maritime Component Commander

JFSOC. Joint force special operations component

JFSOCC. Joint Force Special Operations Component Commander

JICSOC. Joint Information Center Special Operations Command

JIIM-C. Joint, intelligence, intergovermental, multinational, and commercial

JISTF (SO). Joint Information Support Task Force (Special Operations)

JMISC. Joint Military Information Support Command

JOAC. Joint special operations air component

JSOA. Joint Special Operations Area

JSOAC. Joint special operations air component

JSOACC. Joint Special Operations Air Component Commander

JSOC. Joint Special Operations Command

JSOFSEA. Joint Special Operations Forces Senior Enlisted Academy

JSOMTC. Joint Special Operations Medical Training Center

JSOTF. Joint Special Operations Task Force

JSOU. Joint Special Operations University

JTAC. Joint terminal attack controller

JTF. Joint task force

JWICS. Joint Worldwide Intelligence Communications System

KIAS. Knots indicated air speed

LNO. Liaison officer

LOE. Line of effort

LOGSU. Logistics support unit

LOS. Line of sight

LZ. Landing zone

MAGTF. Marine air-ground task force

MARSOC. Marine Corps Forces Special Operations Command

MARSOF. Marine Corps Special Operations Forces

MCC. Mobile Communications Command

MDS. Mission design series

METL. Mission essential task list

METT-TC. Mission, enemy, terrain and weather, troops and support available, time available, and civil

MEU/ARG. Marine Expeditionary Unit/Amphibious Ready Group

MFP. Major force program

MPS. Multipurpose canine

MILINFO. Military information

MISO. Military information support operations

MIS. Military information support

MISTF. Military Information Support Task Force

MNF. Multinational force

MOS. Military occupation specialty

MPOTFF. Marine Preservation of the Force and Family

MRB. Marine Raider Battalion

MRR. Marine Rainder Regiment

MRSB. Marine Raider Support Battalion

MRSG. Marine Raider Support Group

MRTC. Marine Raider Training Center

MSC. Mission Support Center

MSOC. Marine special operations company

MSOT. Marine special operations team

MST. Mission support team

MTT. Mobile training team

NAS. Naval Air Station

NATO. North Atlantic Treaty Organization

NAVSCIATTS. Naval Small Craft Instruction and Technical Training School

NAVSOC. Naval Special Operations Command

NAVSOF. Navy Special Operations Forces

NAVSPECWARCOM. Naval Special Warfare Command

NCA. National command authorities

NCO. Noncommissioned officer

NDS. National Defense Strategy

NEO. Noncombatant evacuation operation(s)

NIPRNET. Non-classified internet protocol router network

NLEAD. Naval Special Warfare Leadership, Education, and Development Command

NP. Nonproliferation

NSANET. National Security Agency Network

NSOU. NATO Special Operations University

NSW. Naval Special Warfare

NSWCEN. Naval Special Warfare Center

NSWDG. Naval Special Warfare Development Group

NSWG. Naval Special Warfare Group

NSWTE. Naval Special Warfare Element

NSWTF. Naval Special Warfare Task Force

NSWTG. Naval Special Warfare Task Group

NSWTU. Naval Special Warfare Task unit

NVG. Night-vision goggles

OAD-A. Operational Aviation Detachment Alpha

OCONUS. Outside the Continental United States

OPCON. Operational control

OPSEC. Operations security

ORD. Ordnance

PACOM. Pacific Command

PE. Preparation of the environment

PJ. Pararescue

PME. Professional military education

POB. Pyschological operations battalion

POG. Pyschological operations group

POTFF. Preservation of the Force and Family

POTFF-TF. Preservation of the Force and Family Task Force

PMS. Preventative maintenance system

PN. Partner nation

PR. Personnel recovery

PRC. Populace and resources control

PSYOP. Psychological operations

RAAWS. Ranger Anti-Armor Weapons System

RC. Reserve component

RDT&E. Research, development, test, and evaluation

RIB. Rigid-hull inflatable boat

ROK. Republic of Korea

RSOD. Ranger Support Operations Detachment

RSTB. Regimental Special Troops Battalion

SA. Special activities

SACEUR. Supreme Allied Commander Europe

SAO. Security assistance organizations

SATCOM. Satellite communications

SB. Sustainment brigade

SBD. SEAL boat detachment

SBSO. Sustainment brigade special operations

SBT. Special boat team

SBTP. Special boat troop

SBTP-C. Special Boat Troop - Coastal

SBTP-R. Special Boat Troop - Riverine

SCA. Support to civil administrations

SCUBA. Self-contained underwater breathing apparatus

SDO/DATT. Senior defense official/defense attaché

SDV. SEAL delivery vehicle

SDVT. SEAL delivery vehicle team

SEAL. Sea-air-land

SEALTP. Sea-air-land troop

SERE. Survival, evasion, resistance, escape

SECDEF. Secretary of Defense

SF. Special Forces

SFA. Security force assistance

SFC. Special Forces Command

SFG. Special Forces group

SFG (A). Special Forces Group (Airborne)

SFOD. Special Forces operational detachment

SFODA. Special Forces Operational Detachment Alpha

SFODB. Special Forces Operational Detachment Bravo

SFODC. Special Forces Operational Detachment Charlie

SFLE. Special Forces liaison element

SFQC. Special Forces Qualification Course

SHAPE. Supreme Headquarters Allied Powers Europe

SIMO. Systems integration and maintenance office

SIPRNET. Secret internet protocol router network

SJA. Staff Judge Advocate

SO. Special operations

SOA. Special Operations area; special operations aviation

SOAR. Special operations aviation regiment

SOATB. Special operations aviation training battalion

SOATC. Special operations aviation training company

SOC. Special Operations Command; special operations capable; special operations component

SOCAFRICA. Special Operations Command, Africa

SOCCE. Special operations command and control element

SOCCENT. Special Operations Command, Central

SOCEUR. Special Operations Command, Europe

SOC-FWD. Special Operations Command-Forward

SOCKOR. Special Operations Command, Korea

SOCNORTH. Special Operations Command, North

SOCPAC. Special Operations Command, Pacific

SOCS. Special operations capabilities specialist

SOCSOUTH. Special Operations Command, South

SOD. Special operations detachment

SOF. Special Operations Forces

SOF AT&L. Special Operations Forces Acquisition, Technology, and Logistics

SOFCOM. Allied Special Operations Forces Command

SOFLE. Special Operations Forces liaison element

SOFM. Special operations financial management

SOG. Special operations group

SOJTF. Special operations joint task force

SOJTF-C. Special operations joint task force contingency

SOLE. Special operations liaison element

SOLL. Special operations low level

SOLO. Special operations liaison officer

SOS. Special operations squadron

SOTC. Special operations training company

SOTF. Special operations task force

SOTG. Special operations task group

SOTU. Special operations task unit

SOW. Special operations wing

SOWT. Special operations weather team

SPECRECON TEAM (NSW). Special reconnaissance team

SQT. SEAL Qualification Training

SR. Special reconnaissance

SRT. Special reconnaissance team

ST. Special tactics

STS. Special tactics squadron

STT. Special tactics team

SWCC. Special Warfare Combat Crewmen

SWTG. Special Warfare Training Group

T-AOS. Theater air operations squadron

TACON. Tactical control

TBN. Training battalion

TDA. Table of distribution and allowance

TF. Task force

TF/TA. Terrain following/terrain avoidance

TGIT. Task group integration training

TOE. Table of organization and equipment

TRADET. Training detachment

TSC. Theater security cooperation; Theater Sustainment Command

TSOC. Theater Special Operations Command

TTP. Tactics, techniques, and procedures

UA. Unmanned aircraft

UAS. Unmanned aircraft systems

UFLCO. USASOC Flight Company

UHF. Ultra-high frequency

UMT. Unit maintenance team

UN. United Nations

USAF. U.S. Air Force

USAFRICOM. U.S. Africa Command

USAID. U.S. Agency for International Development

USAFSOS. USAF Special Operations School

USAJFKSWCS. U.S. Army John F. Kennedy Special Warfare Center and School

USARC. U.S. Army Reserve Command

USASFC. U.S. Army Special Forces Command

USASOAC. U.S. Army Special Operations Aviation Command

USASOC. U.S. Army Special Operations Command

USCENTCOM. U.S. Central Command

USEUCOM. U.S. European Command

USFK. U.S. Forces Korea

USG. U.S. government

USINDOPACOM. U.S. IndoPacific Command

USMC. U.S. Marine Corps

USNORTHCOM. U.S. Northern Command

USPACOM. U.S. Pacific Command

USSOCOM. U.S. Special Operations Command

USSOUTHCOM. U.S. Southern Command

UTC. Unit type code

UW. Unconventional warfare

VCDR. Vice commander

VEO. Violent extremist organization

VHF. Very high frequency

WMD. Weapons of mass destruction

WO. Warrant Officer

APPENDIX C

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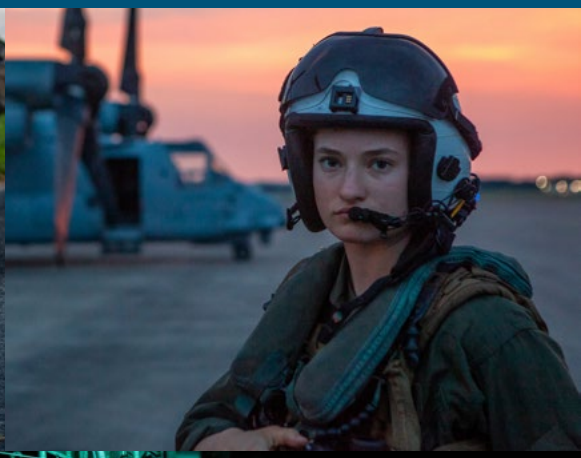

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